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1. Introduction to our service

1.1 End of year report

This report reflects a range of activities across the Shine Women's Mentoring Service during the year from 1 April 2017 to 31 March 2018. As outlined in previous reports 2017/2018 has continued to be a particularly busy year. The allocation of women across five prison establishments continues to present challenges some of which will be discussed and solutions sought at a joint workshop hosted by the Scottish Prison Service (SPS) to be delivered in May 2018.

Shine staff and mentees have continued to promote the Service by speaking at a number of national events highlighting the benefits of engaging with Shine, personal growth and a more positive outlook for the future. This report includes views from staff, mentees and partners. It reflects experiences throughout the year and actions taken to improve the Service. Shine continues to work closely with local authorities often through direct contact from the local Shine service providers, with SPS and Scottish Government. During 2017/2018 Shine has:

- » exceeded agreed targets, with more women presenting with multiple and complex needs;
- » further consolidated partnership working with statutory and other partners;
- » developed and implemented an improved approach to working arrangements with TSOs from HMP Greenock and mentors in Ayrshire;
- » introduced and trained staff across the Service to use a new needs assessment tool (the Outcomes Star™);
- » commenced a review of the role of the Prison-Based Champion;
- » continued to monitor and assess the Service offered to women who have been remanded;
- » delivered a series of local training events and reviewed the Operational Guidance and Standards as an outcome of the Audit completed in 2016/2017;
- » continued to engage with local authority Criminal Justice Social Work Services (CJSWS) directly and through local Women in the Criminal Justice Groups and the Criminal Justice Standing Committee, to promote Shine for women considered to be at risk of breaching Community Orders;
- » worked closely with SPS nationally and with Throughcare Services and Support Officers (TSOs) within the five prisons to which women are now allocated;
- » maintained our commitment to continuous learning and improving outcomes.

1.2 Improving our service

An Ipsos Mori survey was commissioned during the year to further evaluate the Service, focussing on outcomes, ongoing barriers experienced by women in the criminal justice system and the views of staff, mentees and partners. Shine has continued to contribute at a national and local level to discussions concerning the challenges women experience in accessing essential services. Mentors and mentees continue to report difficulties in accessing safe accommodation, serious delays in receipt of state benefits and ongoing treatment arising from “dual diagnoses” of mental health and addiction issues.

Shine’s Programme and Project Boards continue to provide considerable support to the Service whilst ensuring the delivery of agreed outcomes.

Shine has worked collaboratively with HMP Greenock staff to improve the transition arrangements for women as they leave the prison, clarifying roles and emphasising the collaborative strength of Shine and TSO staff. The views of the women in HMP Greenock have been listened to and the services provided by both agencies adjusted accordingly. Communication between staff in the prison and the community has been greatly improved with the women clearly being at the centre of the approach. Although some of the changes address specific needs and are therefore only relevant to HMP Greenock, some aspects are applicable and transferrable to other establishments. The learning from the revised approach will be one of the discussions at the joint SPS – Shine Workshop with the intention of supporting further developments within Shine and with SPS.



Scottish Prison Service

New governors were appointed in the summer of 2017 to four of the five prisons accommodating women. Shine has had contact with two of the new governors and arrangements are being made to meet with the others in the near future. Shine's first point of contact with SPS is with the dedicated Partnership Manager along with the three regional Throughcare Managers. Quarterly meetings between Shine, SPS and Scottish Government representatives are scheduled, with contact between meetings arranged, often, to address establishment specific issues.

Prisoners (Controlled Release) (Scotland) Act 2015

The Act came into force in February 2016. Section 2 of the Act allows Scottish Ministers (SPS) discretion to advance a release date, by no more than two days where there is compelling evidence that additional resettlement arrangements are required to effect reintegration.

In 2016/2017 Shine's use of the legislation was limited, submitting only one application which was however successful. Following a number of discussions with SPS at the Shine Boards and joint meetings, new guidance was issued in November 2017 with staff encouraged to consider applications in appropriate cases for releases during the festive period. Shine provided examples for staff and one of the Shine applications has subsequently been used as an exemplar for training within SPS and Shine. SPS confirmed an increase in applications and early releases. Shine will continue to encourage staff to consider use of the legislation where additional supports are considered essential to reintegration.



2. Our Resources

2.1 Staffing

The partnership approach, commitment and dedication of Shine staff continues to be one of the Service's greatest assets. During 2017/2018 Shine experienced an unusually high staff turnover including a retirement, and three maternity leaves. Of the other departures, one commenced a university degree course with the others moving to new posts. Shine recognises the significant contribution made by these staff to the Service and wishes them every success in their new roles. Shine partners worked hard to ensure minimum disruption arising from the vacancies and subsequent recruitment has been of a high standard with new staff who will bring fresh ideas and high levels of motivation.

When experienced staff leave they take with them considerable skills, knowledge and experience which takes time to rebuild and potentially brings about a period of instability for the service users and organisation. Shine partners showed considerable sensitivity in the appointment of new staff with some overlap to enable a smooth "hand over" with mentees. This has proved to be essential in retaining the engagement of mentees who often find such changes difficult to manage and can respond by withdrawing from the Service.

Shine has taken the opportunity arising from recent staff changes in four of the prisons accommodating women to initiate a review of the Prison Based Champion (PBC) role, both in terms of how it relates to SPS as well as with Shine Mentors. This is a pivotal role in engaging with women in custody, therefore in terms of service improvement the timing of the review is fortuitous.

As noted in the previous Annual Report the impact of women being accommodated across five establishments has significantly increased the workload in establishing contact with women prior to their release and gate pickups.

2.2 Resource planning

Confirmation of Shine's funding until 31 March 2019 is welcomed but maintained at the same level as the previous year. This has presented challenges for some of the Partners with increases to staff costs having to be addressed while there is no "uplift" to the budget.

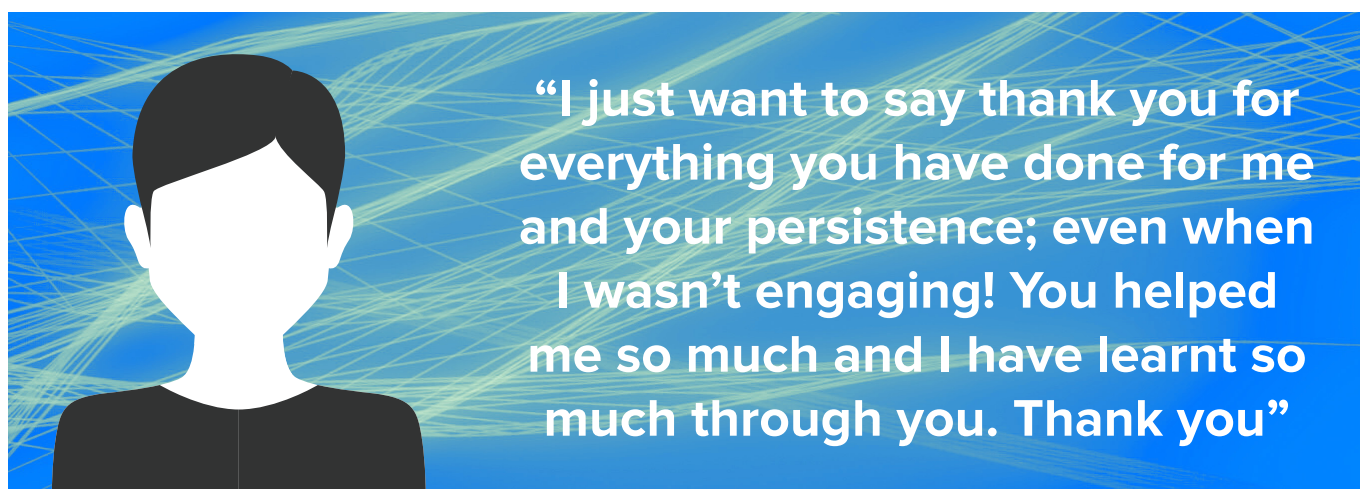
The continued funding is to provide for the delivery of the Service including 25.5 FTE mentor and PBC posts, management and support costs. As highlighted in previous reports the level of staffing provides the minimum resource to deliver the Service with little resilience to provide contingency in unplanned absences or vacancies. This is particularly noticeable in our prison based staffing. In January one PBC left the Service and another notified us of her pregnancy. This meant Shine had to find alternative PBC cover in three establishments from within

existing resources with only three staff with approved SPS security clearance. A restricted service was provided through partner's co-operation and goodwill however it reinforced how limited the capacity available is within the Service. Shine recognises resources are finite and where demands place unusual challenges appreciate the support and advice provided by the Boards, our Partners, including SPS and staff who are always willing to go the "extra mile".

2.3 Training and Awareness

Shine is fortunate that mentors have access to a range of training resources within their employing agency and with statutory services in their local areas. In recognition of mentors work with very vulnerable women, Shine invested resources in 2016/2017 with "Safe to Say" to increase awareness of and strategies to manage the potential impact of vicarious trauma on them personally and professionally. All mentors were subsequently invited to attend follow up workshop delivered by "Safe to Say" with feedback provided to managers.

Several mentors subsequently volunteered to take part in international research funded by the Wellcome Trust led by Professors Michele Burman, Glasgow University and Robin Robinson, University of Massachusetts, into the impact of Vicarious Traumatization on staff working intensively with women and girls in the criminal justice system. The Professors facilitated a workshop for Shine managers that confirmed issues raised by Shine mentors in the "Safe to Say" events and resonated with their initial findings from statutory and voluntary services working in this field. The research findings were presented at the Shine Conference in March 2018 and Shine will be invited to the formal presentation of the research hosted by the Scottish Centre for Crime and Justice Research (SCCJR) in May 2018 with a Shine Partnership Manager being part of an "expert panel" at the event. The findings reinforce the importance of appropriate training, good communication and robust policies concerning support and supervision. The potential personal, professional and organisational impact of Vicarious Trauma will continue to be a focus of work in 2018/2019.



Training

Following a case file audit undertaken by Shine Partnership Managers in 2017, a number of actions were highlighted including:

- » continued and on-going support for use of CMS (mentors and managers);
- » case recording;
- » completion of Needs Assessments;
- » Action Planning – including outcomes (intended and achieved).

During the reporting year mentors have attended a number of Shine initiated training workshops:

- » All new staff completed training on Shine Case Management System (CMS). This is a priority within the service. One-to-one training within staff's own base is also on offer where it has been identified that a Shine mentor (or manager) could benefit from “refresher” training;
- » The Shine Partnership managers delivered workshops to all mentors regarding case recording and risk assessment as this was highlighted as an area requiring further development following the audit. A briefing note on case recording standards is now being included in a review of the Shine Operational Standards and Guidance;
- » Following the introduction of the Outcomes Star™, all mentors attended a participatory workshop on the use of this needs assessment tool, which licensed them to use the tool with mentees. The Outcomes Star™ supports the creation of an action plan, therefore training in this area was incorporated and delivered to all mentors.

The workshops covered all actions identified by the audit.

2.4 Capacity

As in previous reports, Shine continues to maintain and develop work with a wide range of community organisations to enable women using our service to have access to available local resources, particularly out-with normal working hours and over public holiday periods. Knowledge of and engagement with local services and resources are essential and undoubtedly provided practical and emotional support to women during the extended festive season when many services were closed. Many locally based Shine services are providing good quality pre-worn clothing, shoes and essential toiletries, often donated by staff, their families and friends. Mentors make excellent use of Freecycle, Freegle and other local upcycling resources to help mentees obtain essential equipment when allocated accommodation.

2.5 Shine Partner profile

The Shine partnership has been maintained and strengthened with the same third sector partner providers since the Service was developed in 2013. The commitment and co-operation across the partners has continued to increase and was clearly evident by providing more flexibility during a period of recent vacancies and all partners had a representative on the Shine Conference Planning Group.

The Programme Board oversees the communication strategy. This has included press statements, evidence at committees and other public events as well as writing articles for national publication in specialist journals (Scottish Justice Matters) and newspapers. Social media is also used to profile the service. Further details are to be found in section 4.5: Communications.

2.6 Partner engagement

The Shine infrastructure is now a very well established one which has been consolidated during the past year. Positive and trusting relationships are evident amongst the partners which support and encourage open dialogue and discussions at an individual, team and Board level. Collaborative working is evidenced on a regular basis with mentors supporting each other, co-working cases and recently offering to cover posts as a result of unplanned absences. The Programme and Project Boards continue to be well attended by Shine and SPS with the welcome addition in the past year of a Scottish Government representative. The Boards provide an opportunity to highlight best practice and identify issues that require further exploration. Relationships with community colleagues are good and recently a local authority Women's Services manager contacted Shine to express her confidence in the mentor's relationship with her team and the exceptional support they offer to very vulnerable and often chaotic women.

In the previous annual report Shine highlighted the implementation of a "Passport" – a Freephone card to be given to all women upon their discharge from custody. This was a direct response to concerns about women, especially those on remand who were released directly from court. The take up of the card has been much less than expected and following discussions with mentors and SPS, arrangements for distributing the cards was changed.

The Service is represented on the Scottish Working Group on Women's Offending (SWGWO) and has been invited to join a parliamentary Cross-Party Group on women in the criminal justice system. Shine staff and mentees have contributed to several national events including a parliamentary event to reflect on progress five years after the Commission on Women Offenders organised by SWGWO and given evidence to the Justice, Equalities and Health and Sports Committees. Shine welcomes opportunities to promote the Service and increasingly

is supporting mentees to contribute to such events from their “lived” experiences.

One of Shine’s partners is Venture Trust (VT) who delivers the Next Steps programme. VT is a member of both Shine Boards.

Venture Trust monitors participants’ progress for 12 months. Data for the Shine cohort showed, in a report in March 2018, that of those who have taken part in the wilderness phase of the programme:

- » 88% are showing improved confidence;
- » 83% are showing greater employability;
- » 66% have increased their stability and reduced their risk of reconviction and;
- » 69% improved their relationships within their community or sustained an existing high baseline on this outcome.

The Next Steps programme provides an opportunity for women to continue to receive significant support, as required, on a longer term basis. A Shine referral to VT is included in Shine Operational Standards and Guidance and should be considered for all women as they plan their exit from Shine. Mentors work hard to encourage mentees to accept a VT referral, where this is not possible it is usually a result of higher levels of instability or family responsibilities.



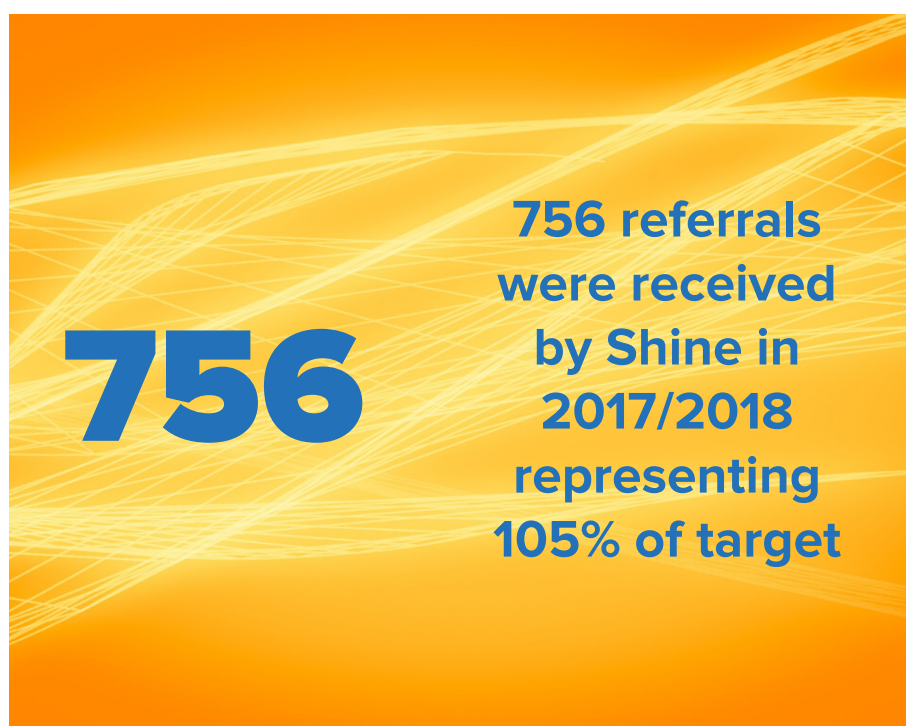
3. Funding

See Appendix C for Shine 2017 - 2018 Financial Report.

3.1 Benefits in kind

Shine delivery partners alongside our partners within SPS and local communities continue to provide mentors and PBCs with access to resources crucial to being able to deliver Shine. Access to local office space and equipment has become a significant challenge in some areas where Partners have lost core service contracts necessitating the relinquishing of office accommodation. Access to computers within some prisons continues to present challenges due to limited availability and high demand, and will be discussed as part of the PBC review.

The availability of high quality smart phones and mobile IT equipment is considered critical for staff many of whom often work alone, many in rural areas with inconsistent mobile coverage. However this is not available to all staff.



4. Activities

4.1 Delivery of Change

The Shine Prison-Based Champion (PBC) in HMP Cornton Vale and Polmont provided details of all women across the Estate with known release dates over a four-week period encompassing the festive season. This was intended to give advanced notice to Shine managers and mentors of women who may require information and access to resources at a time when many community services were closed or providing a limited service. Feedback from managers and mentors has been positive and this approach will be adopted into future practice.

HMP Cornton Vale

The prison is currently subject of major structural improvements. It continues to provide the national admission function to all women outwith the catchment of HMP Grampian. Women are admitted with the majority transferred to other establishments within 72 hours of arrival. The prison continues to provide for women with specialist medical or behavioural issues in Ross and Dumyat Halls, maintains the Mother and Baby and Independent Living Units. The static population is now on average around 80 women with very specialist needs.

Given the profile of the current static population, Shine plans to meet with SPS to discuss the level and type of coverage required.

HMP Grampian

Banff Hall can accommodate 50 women and operates mostly to full capacity. This results in women from northern local authorities being transferred to Cornton Vale, Polmont and Saughton prisons, creating for families, Shine and social work staff additional pressures in maintaining contact through visits. The prison does however try to have women returned to HMP Grampian prior to liberation. Shine's working relations with prison staff is excellent and a "solution focussed approach" has been adopted by both the prison and Shine to address the challenges of providing Throughcare Services. For example in a more rural area a more flexible approach to the time of liberation - to reflect distances to be travelled - was negotiated, with a woman collected at 7am rather than the normal 9am release time.

HMP Greenock

Shine has worked closely with staff in the prison to improve the role of the PBC and jointly developed an agreed approach to enhancing the services offered to women returning to the three Ayrshire Councils, as outlined earlier in the report (section 1.2).

HMYOI / HMP Polmont

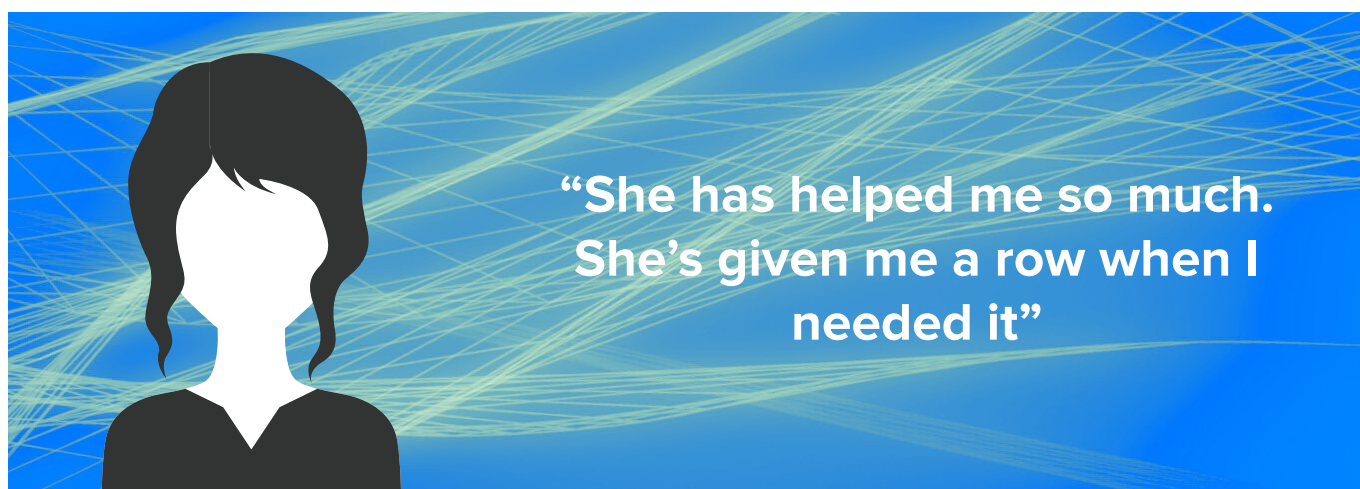
Blair Hall became a dedicated Women's Unit within Polmont in August 2016 and accommodates women from across Scotland. The original Shine PBC left in January and a new PBC took up post in March.

HMP Saughton

Ratho Hall has for several years provided accommodation for women with addresses predominantly from Tayside, Fife and Lothian and Borders, although the catchment areas have significantly expanded. The PBC is currently on maternity leave and temporary cover was provided until the appointment of a new member of staff in April 2018.

4.2 Justice Committee

In February and March 2018, Shine was invited to give evidence to the Justice Committee regarding "alternatives to remand". The Committee were interested to hear Shine's views with regard to alternatives, such as Bail Supervision and Electronic Monitoring. Shine was able to give their support to these alternatives but to emphasise the need for support and supervision alongside these disposals. Shine has made considerable efforts to support women who have been remanded in custody, and are well aware of the drastic impact this particular disposal can have and the intensive support women often require at this stage. Shine is also aware that women who have been remanded are often released directly from court following a further appearance; this presents a significant number of issues, compounded if they are required to return to the prison to collect belongings. Shine intends to monitor these situations to potentially inform how the Service could improve the support offered to women within existing resources.



4.3 Shine National Conferences

In August 2017 Shine held a National Conference in Edinburgh City Chambers.

The purpose of the conference was to celebrate the achievements and review lessons learned. It was also an opportunity to meet with colleagues from across the spectrum of services to highlight the challenges and opportunities facing providers of services to women and discuss what is needed in the future.

We were joined by colleagues from academia, Scottish Government and Scottish Prison Service and heard inputs on the role of mentoring, strategies for women in the criminal justice system and new arrangements for their management across the prison estate. Also invited were colleagues from local authorities, Social Work Scotland, Third Sector and Health.

During the conference we heard the experiences of women in the criminal justice system, who had engaged with Shine, through the voice of a professional actress.

The conference was well attended and a great success



*Shine National Conference in
Edinburgh City Chambers.
August 2017.*

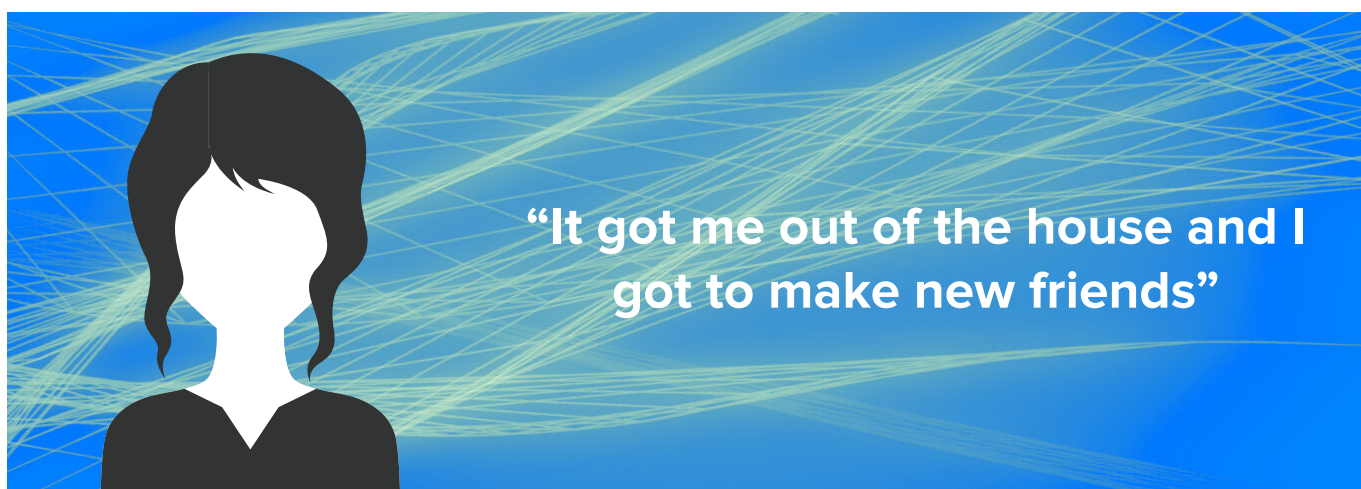
Shine “Past, Present and Future”
Conference in Edinburgh City
Chambers.
March 2018.



In March 2018 we held a second conference. On this occasion, it was primarily targeted towards mentors and mentees and staff from other agencies including SPS, local authorities, Police and Justice Committee members. Again the event was held in Edinburgh City Chambers with a number of mentees present, accompanied by their mentors.

The conference was to celebrate the hard work of mentors and their managers over the last few years and to discuss how to progress in future, with the theme being ‘Past, Present and Future’. Speakers included the Chief Executive of Sacro, Director of Scottish Government Justice Division, CEO of Community Justice Scotland, a researcher from Glasgow University and mentees who had recently completed the Shine ‘My Voice, My Views, My Story’ group work programme. Informal feedback from participants was positive; they enjoyed the day and felt the event was a true celebration of Shine’s achievements

Several of the women said that without the support of the group they would not have been able to talk openly about their experiences.



4.4 Service Delivery

The continuation of Shine funding to March 2019 is welcomed and enables the ongoing delivery of services to very vulnerable women in the criminal justice system.

Shine has taken the opportunity provided by recent staff changes to instigate reviews of sections of the Service, i.e. provision of service to prisons and to ascertain if / what changes could be made to improve the Service.

Since its inception Shine has been flexible, providing adequate resources to meet fluctuating demands. The Partnership Managers will examine the opportunities available to address these challenges and explore options which will be presented to the Programme and Project Boards.

Shine is also aware that the more rural areas often experience additional multiple disadvantages such as:

- » Poverty;
- » none or limited support services and community resources;
- » poor and expensive transport links which in turn:
 - » makes access to services difficult or impossible
 - » results in sanctions for missed appointments
 - » impacts on staff through excessive travelling; in one area mentors spend a third of their hours travelling
 - » leads to higher expenses increasing the cost of delivering the Service
- » social stigmatisation and isolation within smaller communities;
- » power of local press.

An understanding of the challenges that women experience in their local communities is essential to support women and enable them engage with Shine and other services.



Challenges

Many of the areas which continue to present challenges have been identified in previous annual reports and are outwith the control of Shine:

- » The volume of prison referrals in some geographical areas means less capacity to pursue greater engagement with women on Community Orders;
- » Women who are remanded continue to present complex and challenging circumstances which often inhibit their ability to engage with Shine
 - » an unplanned break in prescribed medication including methadone
 - » uncertainty arising from their remand, accommodation, benefits, childcare
 - » unexpected release
- » The mentoring period of six months can be insufficient to develop meaningful relationships with some women given their chaotic lifestyles and multiple and complex needs;
- » Managing a finite resource allocation which in real terms has declined year on year, variability in demand;
- » Delivering a complementary and value added role for Shine within broader local authority women services;
- » Working with local authorities to reshape and ensure an appropriate role for Shine in supporting women where other services have been reduced, withdrawn or re-prioritised;
- » Continuing to provide a Shine Service across five prisons within existing resources;
- » Implications of changes to Home Detention Curfew procedures, earlier re-allocation;
- » Encourage appropriate use of Prisoners (Control of Release)(Scotland) Act 2015 legislation;
- » Impact of changes to the benefit systems, along with the anticipated implications of the extension of Universal Credits;
- » Impact of continuing austerity measures to essential services.



Successes

- » Evidence from mentees of the positive effect of engagement with Shine as demonstrated by the Outcomes Star™, case studies and blogs (Appendix D).
- » Increased levels of self-confidence and self-esteem.
- » Integration of Shine with other specialist and universal services.
- » Collaboration and respect across the Shine partnership.
- » The skills, knowledge and commitment of mentors.
- » The credibility of the Shine service with Sheriffs, solicitors and other partners.
- » Feedback from participants in 'My Voice, My Views, My Story' programme.
- » Feedback from staff and women who have completed Venture Trust's Next Steps programme.
- » Mentees contributions at events concerning women in criminal justice system.
- » Increasing number of mentees able and willing to speak of their "lived experiences" and changes they have made.
- » Innovative local initiatives to meet the needs and improve outcomes for women.
- » Liaisons with local services to encourage and support women access essential services as part of exit plan from Shine.
- » Staff engagement with regional and local mentor meetings.
- » Contributions to conferences, workshops, Committees and publications.
- » Shine conferences.
- » Shine internal and external communications.



65%

**65% of women
who engaged
with the service
in the community
progressed to a
planned exit from
Shine (target 60%)**

4.5 Communications

Shine recognises the importance of effective internal and external communications. Systems are in place to facilitate good communications including access via the Shine Website to Board documents and minutes and the weekly electronic bulletin to all staff.

Communication channels include:

- » an electronic weekly bulletin to all staff;
- » an intranet facility to provide information including a secure resource section;
- » talks and presentations;
- » facilitating and participating in academic research;
- » contributions to the media – print, radio, television.

External communications continue to be developed including:

- » use of social media, e.g. Shine Blog, Twitter Account;
- » the Shine website;
- » promoting Shine via presentations at conferences and workshops;
- » the Shine newsletter;
- » engagement with under- and post-graduate students and research;
- » contributions by partnership managers at external meetings.

4.6 Business improvement

Improving Performance – Case Management System (CMS)

In March 2018, the CMS was upgraded to the latest version of Microsoft Dynamics D365. This version has a number of business benefits for Shine including improved access to customer customisation. One of the biggest benefits which will be rolled out to Shine Mentors and Managers is the ability to work on cases offline, where there is no connection available to the CMS database.

This can be from tablets, netbooks or smart phones and will allow mentors to make the most of any time between meetings and visits to record and update case notes or access information on the go. When a worker eventually gets to a place where a connection to CMS can be made the records are automatically synchronised.

Many mentors spend a considerable amount of time traveling to visits or meetings and sometimes this travel time is unfortunately wasted as a mentee does not turn up or is otherwise unavailable. Some of this time can usefully be used to access and update cases from anywhere.

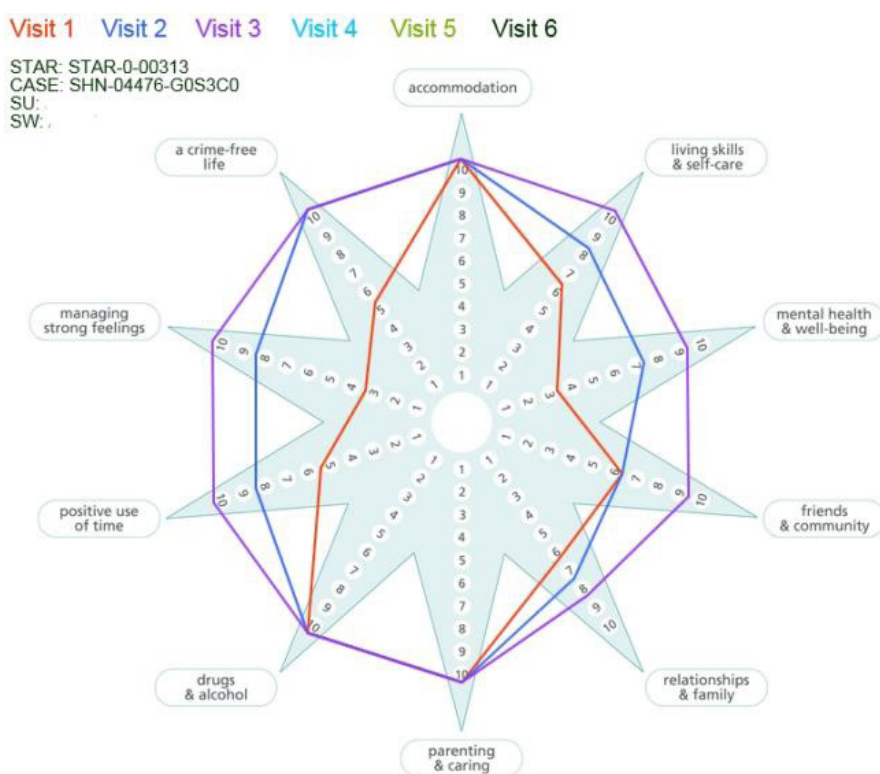
Many Mentors also have to travel considerable distances to get to an office where they can access CMS and this time can usefully be diverted to support Mentees and improve case recording.

Outcomes Star™

Outcomes Star™ is an evidence based tool which both supports and measures change when used to provide support services to people. It is a tool which has been developed with the assistance and testing of both service users and professional practitioners and has a rigorous testing for validity of results.

During the 2016/2017 year the Shine Partnership agreed to introduce the Outcomes Star™ tool to use as the only outcomes assessment and monitoring tool. During the 2017/2018 year training was rolled out to Shine Mentors and Managers for all new referrals.

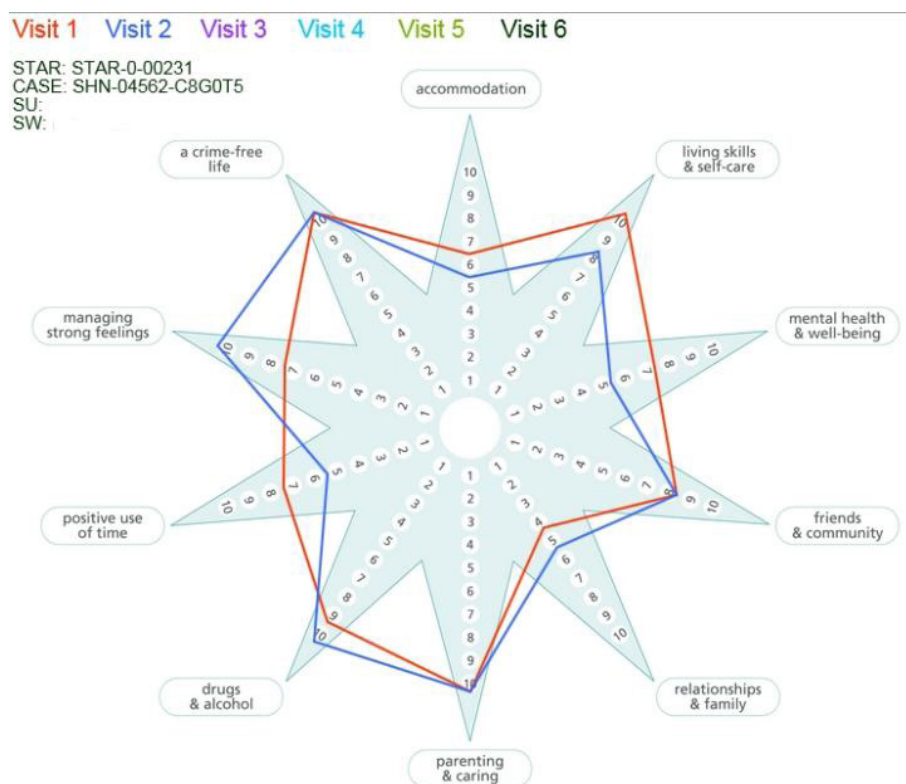
In November 2017 the Outcomes Star™ was integrated into the Sacro Case Management System. This integration allowed for the assessment data that had been gathered in each individual case to be transferred into a matrix, the Star Generator. This had dual benefits. The matrix allowed for the production of a Star chart (examples shown below) which could then be handed to the Mentee. It is a visually striking indication of the journey of change for every mentee. The data gathered is now available for detailed analysis and reporting.



The Outcomes Star™ shown, taken from a Shine case that has now been completed, shows an improvement in outcomes for seven of the 10 outcome areas. The remaining three outcome areas, Drugs & Alcohol, Parenting & Caring and Accommodation were all at the maximum level at the beginning of the “Journey of Change”

The Outcomes Star™ shown for a closed case below also shows that some mentees can slip backwards in some outcome areas but improve in others.

When sufficient data becomes available these outcomes will be analysed across the service to develop a detailed aggregate picture of the Journey of Change for mentees.



4.7 Sustainability of the Shine Women's Mentoring Service

Sustainability of the Shine Women's Mentoring Service beyond March 2019 will continue to be a priority for members of the Programme Board and for staff. Shine and its partners are aware of financial restraints on local authorities and the implications of those on Services provided by statutory and third sector partners. A number of local areas have reduced or restricted services for women and in some areas consider Shine as now providing a "safety net". Some areas have noticed a reduction in the number of women coming to the attention of CJSWS perhaps as a result of other non-court disposals. However there appears to be a consensus that an increased number of women in the criminal justice system are presenting with more complex issues especially concerning their mental health.

Shine has made contact with Community Justice Scotland. Karyn McCluskey the CEO has met with the chair of the Programme Board and has also spoken at both of the Shine conferences. She met with staff and women who participated in the 'My Voice, My Views, My Story' programme group.

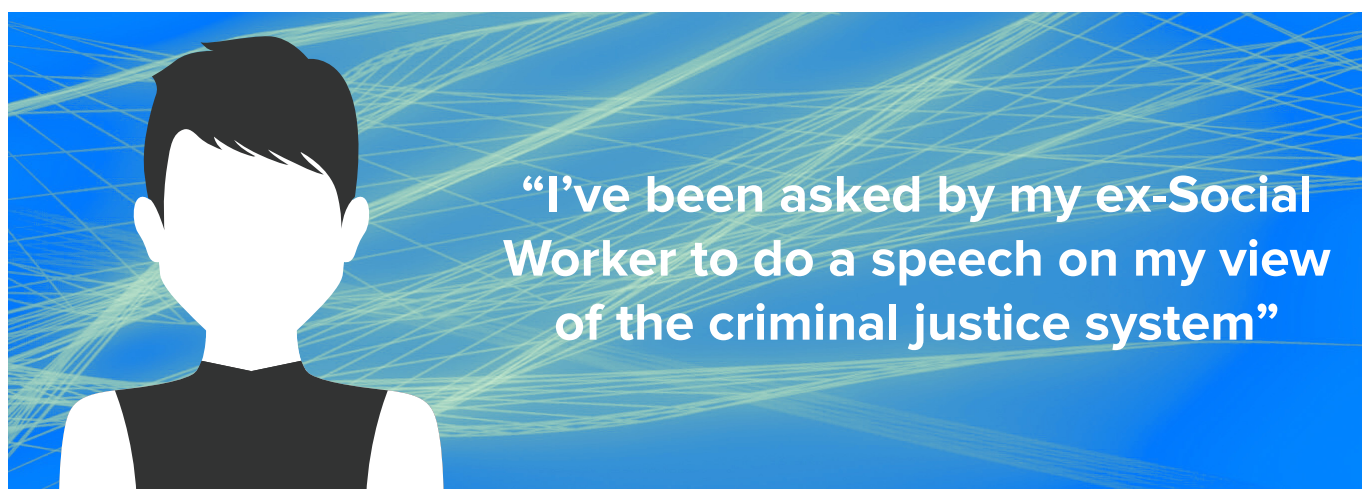
4.8 Referrals

The number of referrals has been sustained beyond the target of 720. In discussions with colleagues there appears to have been an increase in non-court disposals, fiscal fines and work orders, police diversions and warnings. Notwithstanding these factors, the remand population within the women's estate has remained consistently high at 22 – 25% of the female population.

The flexible working arrangements previously introduced across Lanarkshire, Glasgow and North Strathclyde to meet fluctuations in demand continue to operate well, demonstrating the effectiveness of the Shine partnership in adapting to change.

Prison referrals have shown changes from the previous year. While numbers from the Ayrshire local authorities, the former Northern CJA and Glasgow remain high, in other areas there has been a decrease. A reduction in the number of referrals has been seen in five of the former CJA areas.

The fluctuation in community referrals has continued the trend of previous years. Several areas have seen a reduction on the previous year, with two areas showing a slight increase. Referrals from Lanarkshire saw a substantial increase (160%) and perhaps reflect the reduction or withdrawal of other services supporting women. Partnership Managers will explore the reasons for these changes further with local area managers and SPS to consider potential future implications and the Service's response.



5. Participation

5.1 Mentees

The profile of Shine mentees has remained constant with women continuing to present with multiple and complex needs including adverse childhood experiences (ACE), addictions, mental health and long term physical conditions. Many women have a drug and alcohol addiction, however patterns are emerging and whilst significant numbers of women use both substances, in parts of the country the substance of choice is alcohol. This has implications for their offending with a higher proportion of Public Order, assault, criminal damage type of offences that can be dealt with in the criminal justice system and/or local Anti-Social Behaviour structures. In rural communities these behaviours can further isolate women, making it harder for them to access and commit to treatment.

The majority of Shine women are dependent upon reliance on welfare benefits and mentors continue to highlight unacceptable delays in accessing payments and express concern that current delays and use of sanctions will be further exacerbated when Universal Credits are fully implemented. They express genuine fear of moving from weekly or fortnightly payments to a monthly benefit and their ability to manage this payment.

Mentors report the tragic and traumatic life experiences of their women and the impact this has on their current lives. Women who have participated in 'My Voice, My Views, My Story' programme have spoken publicly of their experiences and how they value the support offered by Shine which has enabled them make changes to improve their circumstances. Most importantly they say Shine has given them hope that their lives can be better.

Shine mentors continue to regularly work outwith their contracted hours as they support women through crisis and to minimise risks of relapse and loss of hope.

5.2 Disengagement from Shine

One of Shine's greatest strengths is that women's engagement is entirely voluntary and short or permanent disengagement does not result in any sanctions. Many women have said that having a choice to engage or not is important to them as they are too often directed into services which they may not be ready to engage with and where lack of engagement can result in sanctions or difficulties in accessing at a later stage.

Factors that contribute to disengagement are varied and remain similar to those highlighted in earlier reports. Shine continues to review disengagement and through discussions with mentors seeks ways to support reengagement with the Service.

Shine remains committed to improving the Service and is now able to provide evidence that it achieved the target of reducing unplanned exits.

Shine knows that successful engagement includes:

- » the positive relationship with the mentor;
- » a non-judgemental, open and honest approach;
- » contact whilst in prison;
- » a prison gate pick-up;
- » identifying and agreeing priorities and the support needed to achieve them;
- » discussing with the mentee that relapse or disengagement is not failure rather part of the journey towards making positive changes, successful recovery and reintegration;
- » Mentees willing and able to speak at public events of their “lived” experiences, changes they have made and hopes for their future.

Table 1: Service Statistics Summary

	01/04/2013 to 31/03/2014	01/04/2014 to 31/03/2015	01/04/2015 to 31/03/2016	01/04/2016 to 31/03/2017	01/04/2017 to 31/03/2018
Referrals	680 ¹	724 ¹	756 ¹	838 ¹	755 ¹
Planned Exits	188 (37%)	286 (50%)	254 ² (49%)	455 ² (66%)	165 ² (53%)
Unplanned exits	317	205	260	235 ⁴	148
FTE mentors	24	24	25.5	25.5	25.5
Mentees engaged	n/a	281	206 ³	292 ³	357 ³
Ratio mentees/ mentors	28.3	30.1	31.5	32.8	30

1. Annual referral target is 720.
2. Definition of planned exit - The mentee and mentor have identified and agreed areas of work and or goals. Activities have been agreed and actions undertaken that have achieved positive outcomes. The mentee has confirmed that she is satisfied with the progress she has made. The mentee may also wish to be referred on to services where she can build on these achievements and work on specific issues such as addictions etc. A planned exit may therefore take place within the six month mentoring period.
3. Engaged means engaged for longer than one month.
4. This is an adjusted figure. A review of CMS in April 2018 showed a higher number of planned cases than previously reported (66% compared to 46%). The reason for that is that during the reporting year many of the cases will not show as closed until some time later and for these cases, the vast majority will be planned. Unplanned closures, early in the mentoring process, will skew the figures.

Table 2: Case Status

Case Status	2016-17 (adjusted)	2017-18
Live	121	357
Pending Closure	36	85
Closed Planned	455/66%	165/53%
Closed Unplanned	235	148
Not accepted	7	0
Totals	854	755

5.3 Shine demographics

A review of Community and Prison referrals received during 2017/2018 and comparison to data from the previous year highlights an overall reduction in the number of community (29%) and prison (7%) referrals on the previous year. This may reflect a view held across the criminal justice system of a general reduction in the number of cases referred to courts, hence a reduction in use of Community Payback Orders and Imprisonment, alongside an increase in the use of non-court disposals.



6. Outcomes

Shine supports women to achieve a variety of outcomes, from securing stable accommodation, improved health and living skills, to reduction in recidivism and improved relationships. In this report period the use of the Outcomes Star™ tool as a person-centred needs assessment has helped Shine develop how we measure real outcomes in women's lives.

The fluctuation in prison and community referrals requires further exploration. The Partnership Managers will discuss the changes, challenges and opportunities that arise from them with managers and staff within Shine, local authorities and women in the criminal justice system groups.

Shine continues to receive case studies and letters from mentors and mentees of their experience with Shine and how this has supported and encouraged them to change.

6.1 'My Voice, My Views, My Story' Pilot Programme

The Service recently commissioned the design and delivery of a pilot group work programme to improve the confidence and self-esteem of women engaging with Shine, using a public speaking approach. The six-session programme commenced on 1 February 2018 culminating in the women attending and speaking of their experiences at the Shine Conference on 7 March 2018. The programme was hosted in Sacro National Office and delivered by a mentor from Access to Industry with considerable experience in providing public speaking training in local adult education services. She was supported by a student on placement with Sacro. All of the women who attended the Conference spoke to the audience.

One group member recently attended and spoke with her mentor at a conference and has been asked if she would be willing to have her experiences - loss of child, accommodation, delayed benefits, homelessness and implications for regaining care of her child - used to highlight the impact of short term sentences.

All of the women who attended the programme have said how much they enjoyed being part of the group, how much they learnt and were better able to articulate their views, thoughts, needs and aspirations. They also highlighted that being part of the group had been fun and how much more confident they now felt.

A report has been produced and the Partnership Managers are exploring how the programme could be offered to women engaging with Shine throughout Scotland.

6.2 How mentees change

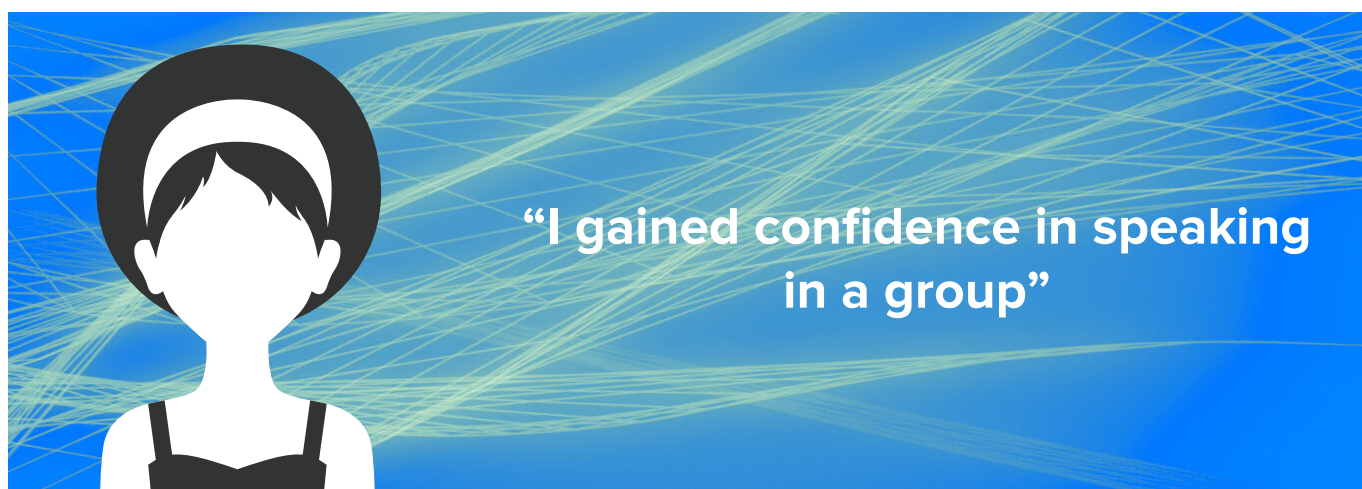
As stated in this and previous annual reports, the profile and characteristics of women who engage with Shine present multiple and complex needs, many of whom have experience of the Children's Hearing System, Care and Secure placements prior to contact with the criminal justice system. Shine has witnessed many women engage with the Service make and sustain positive changes in their lives. Shine is also mindful that successful engagement is depended upon many factors not all within the control of individual women.

One of Shine's strengths is that engagement with the Service is voluntary and the Service will be offered to women who have previously disengaged. Mentors would discuss the circumstances around previous contact / disengagement to identify and reduce barriers that could prevent engagement. Mentors have a significant role in supporting and encouraging women to believe in themselves. Improving self-efficacy is critical in improving self-confidence and esteem.

Shine has noted in all previous reports that the six months allocated to the Service is for many women an insufficient amount of time to effect change. Many mentors have continued to provide support beyond the six month period when it was apparent withdrawal of the Service at that stage would have been detrimental to the progress the woman was making. Mentors have also commented that they would prefer to have more contact with women during the custodial part of their sentence as they believe this would strengthen engagement post release.

6.3 Achieving outcomes

The use of the Outcomes Star™ tool has been welcomed across Shine's managers, mentors and mentees. Mentors and mentees speak of it very positively as a tool that is user friendly, useful and which mentees feel they have ownership of. Its graphic design makes discussion of changes much easier and less threatening.



7. The next 12 months and beyond

7.1 Priorities for action:

- » Review ongoing work with SPS and role of PBC.
- » Increase engagement with women referred whilst on remand:
 - » Presence in court
 - » Trial remand clinic approach in custody.
- » Implement revised Operational Guidance and Standards.
- » Identify and implement appropriate training.
- » Increase the number of women who make a planned exit from Shine.
- » Contribute to SPS Managing Women in Custody Strategy 2017–2020.
- » Engagement with Community Justice Scotland.
- » Consider how Shine can further contribute to local Community Planning Partnerships.
- » Ongoing review of demand and resource allocation.
- » Retention and recruitment of staff during 2018/2019.
- » Continue to produce high quality outcome and performance monitoring data.
- » Improved outcome analysis including follow up interviews and research to improve understanding of what works/ what does not.
- » Improve service user and stakeholder feedback.
- » Monitor the impact of the expanded women's estate.

7.2 Changes to make going forward

Developments

Some examples of proposed future developments are:

- » A request has been made to the local authorities in Ayrshire responsible for the Sheriff Courts there to arrange meetings with the Sheriffs at Ayr and Kilmarnock. The purpose of these meetings would be to provide the Sheriffs with information regarding the work of Shine, the partnership work with the local authority and ultimately the overall aim of reducing the number of Ayrshire women remanded as well as receiving a short term prison sentence.
- » Review the use of the Shine 'Passport', via calls to the Freephone number and take up of the Service and explore improvements that could be made to the service.
- » Explore ways to extend the 'My Voice, My Views, My Story' approach as a tool to maintain motivation and engagement, increase skills and confidence and to have fun.

8. Summary

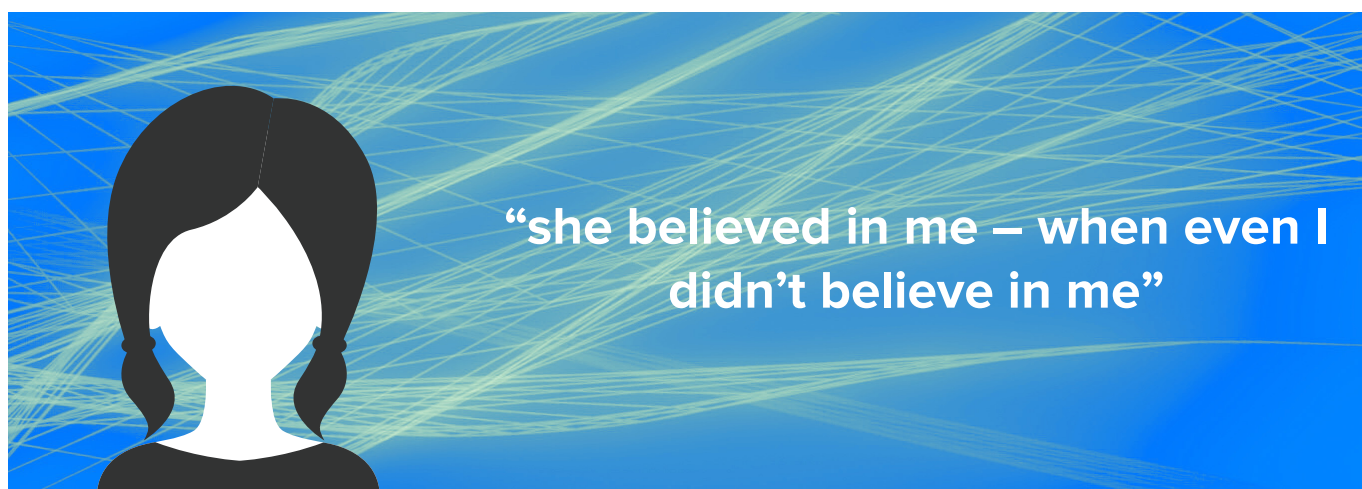
The service is in its fifth year and throughout this period, we have learned, adjusted and learned some more.

Shine was established to find a more effective way of dealing with women in the Criminal Justice System.

There was a gap in the support provided to women serving short-term prison sentences, remanded or subject to Community Payback Orders, who present a high risk of custody. Shine is unique in that it is focussed and designed to empower, support and enable women to achieve their goals, access resources, improve their quality of life and reduce offending. Shine is now able to provide evidence to show the difference it can make in a woman's life.

A consistent approach and agreed minimum Standards to recording and use of a single case management system was critical to support robust monitoring and to ensure performance information could be gathered and used effectively. The system has been updated and now has a formal needs assessment tool (the Outcomes Star™) which mentors all use in conjunction with mentees to develop an action plans. Within a short time of implementation this new tool is providing very useful evidence of improved outcomes for women.

The future holds many exciting challenges with the developments around the women's estate as well as proposed changes in criminal justice legislation.



Appendix A: Performance

Performance reporting and referral data

KPIs	Report Period	Actual	Comment
1. 25.5 FTE Mentors in place	1 April 2017 to 31 March 2018	24/25.5 FTE	
2. Each Mentor will work with 15 Mentees per 6 month period (avg. 2.5 per month)	1 April 2017 to 31 March 2018	105%	Average at 2.6 per month per mentor (target 2.5)
3. Shine will work with 720 referrals per annum (avg. 60 per month)	1 April 2017 to 31 March 2018	105% (target 720 actual 756)	Averaging at 63 referrals per month.

Outcome Targets 2017/2018

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*

**TARGET
60%**

**ACTUAL
69%**

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

*Short Term:
Increased motivation
to change behaviour*

**TARGET
60%**

**ACTUAL
71%**

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*

**TARGET
60%**

**ACTUAL
72%**

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

**TARGET
60%**

**ACTUAL
65%**

Preliminary Outcomes Star™ Analysis

As of 31 March 2018, there has been a total of 52* active Justice Stars generated in CMS for Shine since 01 January 2018 and Table 3 below shows the detail of the individual first readings for each service user (mentee).

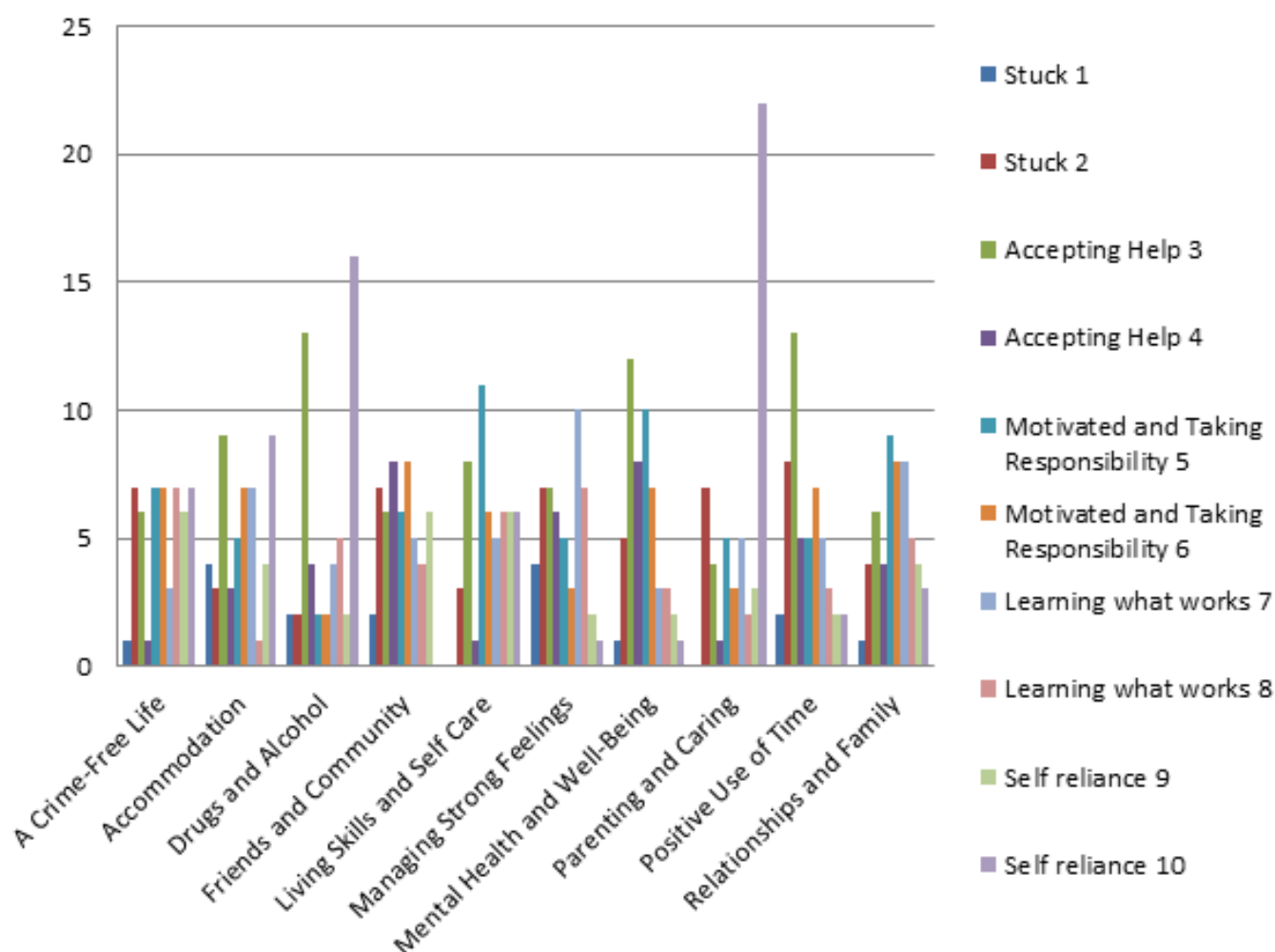
Justice Star For All Women at First Star Reading January - March 2018

Domain	Stage 1/2		Stage 3/4		Stage 5/6		Stage 7/8		Stage 9/10		
	Stuck		Accepting Help		Motivated and Taking responsibility		Learning what works		Self-reliance		
	1	2	3	4	5	6	7	8	9	10	n=52
A Crime-Free Life	1	7	6	1	7	7	3	7	6	7	52
Accommodation	4	3	9	3	5	7	7	1	4	9	52
Drugs and Alcohol	2	2	13	4	2	2	4	5	2	16	52
Friends and Community	2	7	6	8	6	8	5	4	6	0	52
Living Skills and Self Care	0	3	8	1	11	6	5	6	6	6	52
Managing Strong Feelings	4	7	7	6	5	3	10	7	2	1	52
Mental Health and Well-Being	1	5	12	8	10	7	3	3	2	1	52
Parenting and Caring	0	7	4	1	5	3	5	2	3	22	52
Positive Use of Time	2	8	13	5	5	7	5	3	2	2	52
Relationships and Family	1	4	6	4	9	8	8	5	4	3	52
Stage totals	17	53	84	41	65	58	55	43	37	67	520
Totals	70		125		123		98		104		

The table above shows the distribution of initial readings for each outcome area in the Justice Star used in the Shine Women's Mentoring Service over the period 01 January 2018 to 27 March 2018 – approximately one quarter. The table breaks down the readings for each outcome area by number of mentees and assessment of where the start point is for each woman in the 'Journey of Change'.

**At 20/04/2018 this figure was 78*

Justice Star First Readings For All Women (n=52)



The above table shows the distribution across each stage in the Journey of Change of the 10 different outcome areas. No need in a particular outcome area would be given a value of 10, i.e. they would be self-reliant so those with no parenting or caring issues would score 10 although often this is because they either have no children or children have been removed and placed in care.

A good indicator of need is the Accepting Help stages 3 and 4, which are strongly represented in the Accommodation, Drugs and Alcohol, Mental Health and Well Being and Positive Use of Time outcome areas.

At this stage after introduction of the Star, very few cases have been concluded and therefore there is limited data on the Outcomes for mentees. It is assessed that there will be a sufficiency of data over the next two quarters to start to see some meaningful analysis.

3. Shine Prison and Community Referral Analysis - 2017/2018

Statistical and outcomes data is collected by;

1. Prison Referrals data – Prison Champions
2. Case Management System (Mentors, Managers and Shine Management Team)
3. Shine Administration Statistics – Shine Admin

3.1 Prison Referrals by Local Authority Destination - 2017/2018

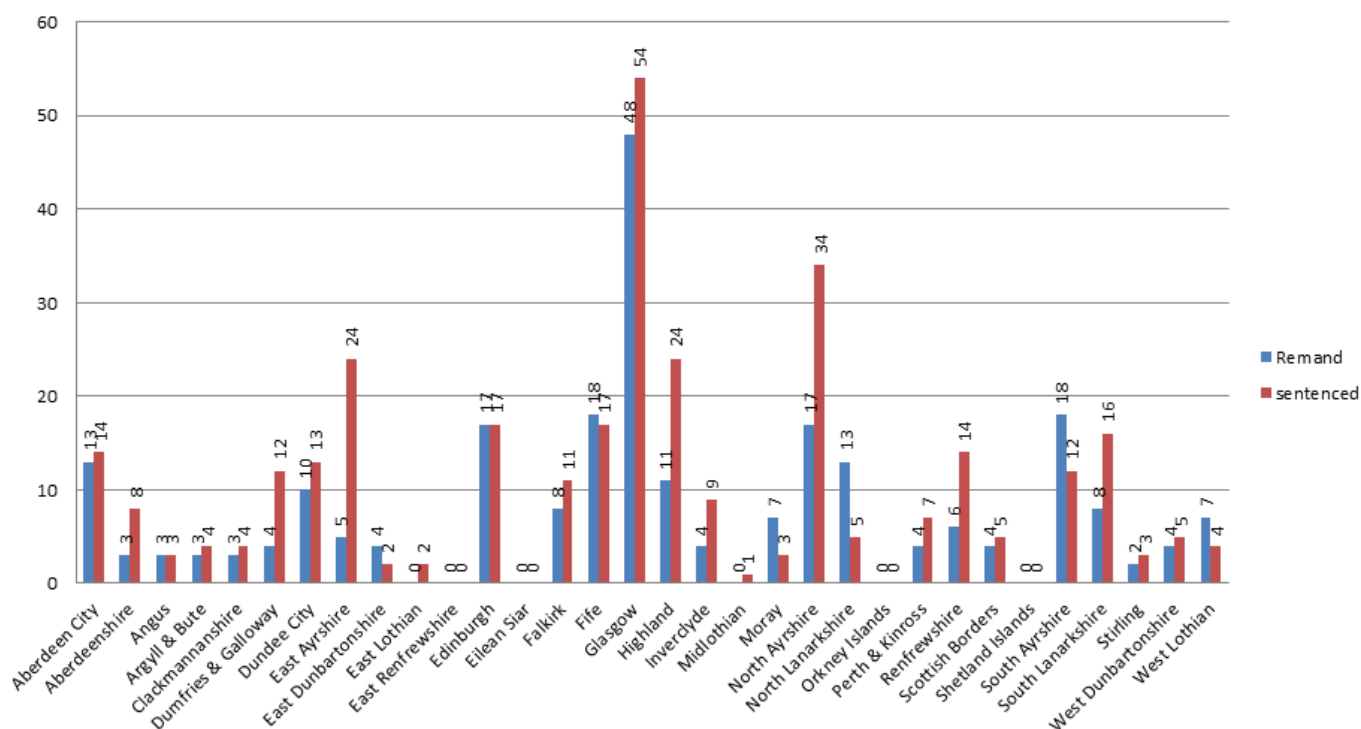
Local Authority	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals by LA
Aberdeen City	0	2	4	1	3	2	2	6	0	5	1	1	27
Aberdeenshire	0	1	7	3	1	1	3	2	2	1	3	1	25
Angus	0	1	0	0	1	0	2	0	1	0	0	1	6
Argyll & Bute	1	0	0	0	1	2	1	1	0	0	0	1	7
Clackmannanshire	0	1	1	0	1	1	1	0	0	0	1	1	7
Dumfries & Galloway	3	1	2	0	2	2	2	4	0	0	0	0	16
Dundee City	8	2	0	0	0	3	3	1	0	0	2	4	23
East Ayrshire	2	6	4	1	4	3	2	0	3	1	1	3	30
East Dunbartonshire	0	0	0	1	1	2	0	0	0	0	0	1	5
East Lothian	0	0	0	0	0	1	0	0	1	0	0	0	2
East Renfrewshire	0	0	0	0	0	0	0	0	0	0	0	0	0
Edinburgh	6	1	4	3	4	2	7	3	3	0	1	1	35
Eilean Siar	0	0	0	0	0	0	0	0	0	0	0	0	0
Falkirk	0	4	0	3	2	0	1	3	4	0	0	2	19
Fife	4	1	3	3	4	5	5	1	2	1	1	2	32
Glasgow	3	14	8	5	7	5	7	14	4	7	8	11	93
Highland	3	4	4	1	1	2	4	6	2	4	1	3	35
Inverclyde	2	1	2	1	1	2	1	0	0	1	1	3	15
Midlothian	0	0	0	0	0	0	0	0	1	0	0	0	1
Moray	1	1	0	1	0	2	0	1	0	2	1	1	10
North Ayrshire	8	7	1	6	6	2	2	2	0	4	3	9	50
North Lanarkshire	2	2	5	0	1	2	1	0	0	0	1	4	18
Orkney Islands	0	0	0	0	0	0	0	0	0	0	0	0	0
Perth & Kinross	1	2	1	0	0	1	1	0	3	0	1	0	10
Renfrewshire	1	4	2	9	1	1	0	1	0	5	1	3	28
Scottish Borders	1	1	1	1	0	1	1	0	1	0	0	2	9
Shetland Islands	0	0		0	0	0	0	0	0	0	0	0	0
South Ayrshire	3	4	4	2	1	2	3	2	2	1	3	1	28
South Lanarkshire	3	1	1	5	2	2	2	1	1	2	1	4	25
Stirling	1	0	0	1	0	0	1	1	0	1	0	0	5
West Dunbartonshire	2	1	3	1	1	0	0	0	0	2	1	1	12
West Lothian	0	2	0	1	1	1	2	1	2	0	0	2	12
Totals by Month	55	64	57	49	46	47	54	50	32	37	32	62	585

3.2 Shine Remand Prisoner Data 2017/2018

Month	All Prison Referrals	Remand Prisoner Referrals	Percentage of total
April 2017	57	19	33%
May	69	39	56%
June	57	34	60%
July	49	24	49%
August	46	23	50%
September	48	30	63%
October	54	23	43%
November	50	21	40%
December	32	7	22%
January 2017	37	8	22%
February	32	6	19%
March	62	21	31%
Totals	592	255	43%

3.3 Prison referrals by Remand/Sentenced and Local Authority Destination

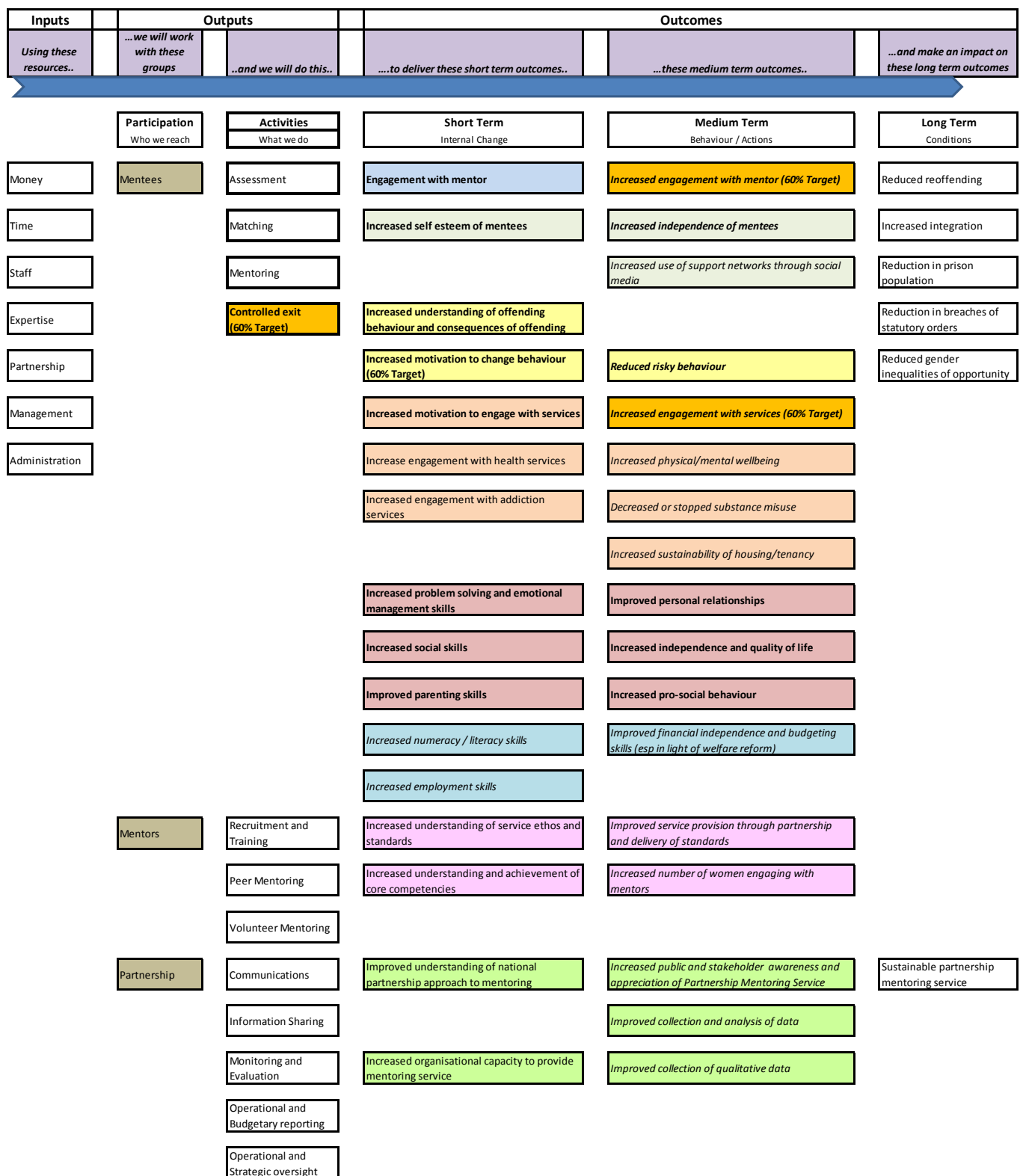
2017/2018 Prison Referrals by Local Authority of Destination and Custody Type*



3.4 Community Referrals by Local Authority Source: 2017/2018

Local Authority	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals by LA
Aberdeen City	0	0	0	0	0	0	0	0	0	0	0	0	0
Aberdeenshire	0	0	0	0	0	0	0	0	0	0	0	0	0
Angus	0	0	0	0	0	0	0	0	0	0	0	0	0
Argyll & Bute	0	0	0	0	0	0	0	0	0	0	0	0	0
Clackmannanshire	0	0	1	0		0	0	0	0	0	0	0	1
Dumfries & Galloway	1	1	0	0	2	0	0	4	0	2	0	0	10
Dundee City	0	0	0	0	1	0	0	0	0	0	0	0	1
East Ayrshire	1	2	4	0	2	0	3	1	0	1	0	1	15
East Dunbartonshire	0	0	0	0	0	0	0	0	0	0	0	0	0
East Lothian	1	0	2	2	2	0	0	0	0	0	0	0	7
East Renfrewshire	0	0	0	0	0	0	0	0	0	0	0	0	0
Edinburgh	0	2	0	0	0	4	6	2	2	5	2	0	23
Eilean Siar	0	0	0	0	0	0	0	0	0	0	0	0	0
Falkirk	0	0	1	0	4	0	0	2	0	1	2	0	10
Fife	0	1	0	2	0	1	2	2	1	0	4	2	15
Glasgow	0	1	0	0	1	0	1	0	0	2	2	0	7
Highland	0	0	0	0	0	0	0	0	0	0	0	0	0
Inverclyde	0	1	0	1	1	0	0	1	0		0	0	4
Midlothian	1	0	0	0	0	0	0	0	0	0	0	0	1
Moray	0	0	0	0	0	1	0	1	0	0	0	0	2
North Ayrshire	1	0	2	0	2	0	0	2	2	1	0	2	12
North Lanarkshire	0	0	1	0	1	2	1	0	0	0	0	0	5
Orkney Islands	0	0	0	0	0	0	0	0	0	0		0	0
Perth & Kinross	0	0	0	0	0	1	0	0	0	0	0	0	1
Renfrewshire	0	0	0	3	0	0	1	0	0	0	0	0	4
Scottish Borders	0	0	0	1	0	0	1	2	1	1	0	0	6
Shetland Islands	0	0	0	0	0	0	0	0	0	0	0	0	0
South Ayrshire	1	2		1	1	2	1	1	1	3	1	1	15
South Lanarkshire	3	0	1	0	0	0	0	1	1	1	0	1	8
Stirling	0	0	0	0	0	0	0	0	0	0	1	0	1
West Dunbartonshire	0	0	0	1	0	0	0	0	0	0	0	0	1
West Lothian	0	0	0	0	0	0	0	0	0	0	0	0	0
Totals by Month	9	10	12	11	17	11	16	19	8	17	12	7	149

Appendix B: Logic Model (updated: 15/04/2016)



Appendix C: Financial Report

The total grant funding for the Shine PSP in 2017/2018 is £1,431k.

The 2017/2018 budget reflects the original plan for a national woman's mentoring service delivered by 24 FTE Mentors. The retention of 1.5 FTE additional Mentors as Prison Champions reflects emerging practice and is critical to the service provided.

The allocation of the 2017/2018 Shine budget to partners is pro-rata based on the number of Mentors employed by each partner. This is consistent with the methodology adopted from the commencement of the PSP. The allocation to the Venture Trust represents a fixed contribution to project support.

The allocation to partners remains unchanged, and no inflationary increase has been applied since the commencement of the PSPs in 2013/2014.

This report provides an overview of the financial position for Shine as at 31 March 2018.

Financial Position as at 31 March 2018

The Shine PSP reports an overspend of £9k for 2017/2018, with total expenditure of £1,440k for the year as analysed in Table 1 below.

Table 1 also compares the total expenditure for 2017/2018 with the position reported for the previous financial year.

Table 1: Expenditure Analysis

Staff Costs	2017/2018 ACTUAL Expenditure £'000s	2016/2017 ACTUAL Expenditure £'000s
Mentors	773	777
Service Managers	118	108
Administrators	56	62
PSP Management/Coordination	40	47
Performance Officer	40	40
Project Administrator	25	24
Contribution to Project Support	30	30
Total Staff Costs	1,082	1,088
Non-Pay Costs	2017/2018 ACTUAL Expenditure £'000s	2016/2017 ACTUAL Expenditure £'000s
Travel Expenses	105	122
Recruitment	1	1
Administration Supplies	36	33
Telephones (incl. Mobiles and Lone Working)	11	11
Training Costs	23	32
Case Management – licence and support costs	79	18
Promotional Activities	8	10
Management Fee	95	104
Total Non-Pay Costs	358	331
Total Expenditure	1,440	1,419
Annual Budget	1,431	1,431
(Over)/Underspend for the year	(9)	12

Mentors

Expenditure on Mentor Staff Costs was lower in the first quarter of the year due to vacant posts. Additional temporary resource was secured during this period to ensure referral targets were met for 2017/2018. Expenditure on mentors' salaries has averaged at £64k per month for the 25.5 FTEs in post.

Partnership Management and Coordination

The Programme Board recommended in 2015/2016 that additional resource was required to supplement the project coordination and performance management. This resulted in the appointment of additional capacity to strengthen the management of the partnership. The costs of the partnership management and coordination are in line with the budget for the year.

Non-Pay Costs

The further development of performance reporting including the use of Sacro's Case Management System in all Shine services, has been implemented by all partners. The costs of the ongoing training, data input and additional licence fees have been met from the 2017/2018 Shine budget.

Additional non-recurring expenditure has been incurred during the year on the Outcomes Star™ reporting tool, which has been embedded in the Case Management system and has enabled more effective outcome reporting. The investment in the Case Management System has greatly enhanced the performance management information available.

Expenditure by Partner

Expenditure claims from partners have been received on a quarterly basis. An analysis of expenditure by partner organisation is outlined in Table 2 below:

Table 2: Expenditure by Partner	2017/2018 ACTUAL Expenditure £'000s	2016/2017 ACTUAL Expenditure £'000s
National PSP Management/Coordination	209	181
Access to Industry	138	138
Apex	193	201
Barnardo's	206	209
Circle	132	132
Sacro	255	262
Turning Point Scotland	136	137
Venture Trust	30	30
Wise Group	141	129
Total Expenditure	1,440	1,419

Benefits in Kind

A critical factor in the establishment of Shine was the valuable contribution each of the partners makes to the PSP by way of benefits in kind. These contributions reflect the expertise each partner brings to the PSP, and the infrastructure in place to support Shine.

Table 3: Summary of Benefits in Kind	2017/2018 £'000s
Accommodation (£100 per week per FTE)	135
CPD (40hours per Mentor)	7
Governance	27
PhD Internship – Women's Mentoring	20
Support Infrastructure for Mentors:	
Mediation/Accommodation	10
Children & Families	20
Employability	30
Addictions	10
Total Benefits in Kind	259

In addition to the agreed benefits in kind above, there are other contributions made by partners throughout the year such as actual management costs, which have not been quantified.

April 2018

Appendix D: Case Studies, Letter and Blog

Case Study one

The mentee has a long history of offending and has been involved in the youth justice and adult criminal justice systems for many years. Although relatively young she has been in prison on a number of occasions and has recently served a two years and nine months sentence.

In November 2017 the mentee was referred to Shine by prison throughcare services. I visited her whilst she was in prison to introduce myself and the service Shine could offer to her. During this meeting she presented as quite aggressive, very defensive and quite demanding. Despite her confrontational demeanour she agreed to work with Shine and I agreed to collect her from HMP Saughton the following week on her liberation.

I have now worked closely with this mentee since her release in November 2017 and although there are times when she can be very demanding, this can be attributed to her childhood experiences as well as her present circumstances. The mentee has been in the care system since the age of five with many changes of placements. As a result she had no one place that she can call home. These childhood experiences mean she has not had the stability and comforts that many of us take for granted. This young lady has lacked a consistent positive role model and her experiences with her family have often been negative. This largely remains the case and although she has sporadic contact with her parents and siblings, she tells me relationships are very strained. As a result she has virtually no family support and the friends she has are either unable or unwilling to help her in any positive way. Due to this she relies heavily on the support of professionals.

The mentee was diagnosed as having ADHD at a young age and has more recently been diagnosed with anxiety and depression. Due to her medical conditions and, I believe, her personal history, she does not trust people and can be very difficult to engage with whilst presenting very challenging behaviour at times.

Along with the medical conditions highlighted, the mentee is a former heroin user and is currently on a methadone prescription. Her health and addiction necessitate the mentee to attend and maintain regular contact with her GP and Fife Addictions Services. As she has a very short term memory she has in the past failed to keep appointments with negative consequences. We agreed that to support her I would keep a note of all of her appointments. Understandably this mentee really struggles with many social situations and becomes extremely anxious and often paranoid, which often manifests itself as aggression.

If the mentee feels she isn't being listened to or understood, she becomes unable to express her point of view and in her frustrations, her speech becomes loud, defensive and her body language is often very threatening. Because I understand the causes of her frustrations she asked me if I could accompany and support her attend appointments and help her during the appointment. The addiction nurse who works with this mentee also requested that I attend the appointments as she finds the mentee very intimidating and knows that I can "deal with her" if she becomes too animated.

Given her poor communication skills and lack of confidence I have advocated on her behalf on many occasions. She is beginning to recognise that if she becomes too stressed by specific situations, her ability to manage it is reduced and as a result she often doesn't achieve her goals.

This mentee is currently not subject to any statutory orders although she continues to work with Shine. Recently she moved into permanent accommodation with her partner. I have offered them support and practical assistance to manage with stresses and tasks associated with moving home.

Due to my involvement, her engagement with Shine and the progress she has made, I have, recently met with other professionals to develop an agreed exit strategy. The young lady will meet with a worker from FIRST (Fife Intensive Rehabilitation and Substance Misuse Team) in May in order that they can discuss a support package for her.

Case Study Two

Claire was initially referred to Shine in late January 2017 by Shine Prison-Based Champion in HMP Polmont. Claire was allocated a mentor in March 2017 who visited her in prison that same week.

Claire is 23 years old and had no previous convictions; this was her first time in custody due to her behaviour whilst intoxicated by alcohol. She had no support in the community and her own identified support as she was finding the relationship with social worker responsible for her children difficult.

Initially the Shine mentor acted as a liaison between both Claire and Children & Families Social Work (CFSW) due to Claire finding meetings with the social worker difficult, emotional and full of conflict as she believed the social worker hadn't listened to her in the past. Through continuing this and encouraging three-way meetings (between Claire, the CF Social Worker and Shine mentor), Claire began building a new and positive relationship with her social worker. Claire began to feel more able to relay her own thoughts and feelings to the social worker and felt she had been listened to by the social worker. The Shine mentor provided emotional support to Claire and accompanied her when she attended a Children's Hearing Panel. The CFSW recommended in her report to the Panel that both children should be returned to Claire's care when her mental health stabilised. Supervised contact with her children was restarted; this was her first contact with her children since they had been placed in foster care. The Shine mentor provided emotional support to Claire around seeing her children, and following her visits. This debriefing encouraged Claire to reflect on the visits and identify if she needed to do anything differently. Claire is now having contact with her children once a week.

When Claire first began working with her Shine mentor, it became evident that she may have suffered trauma in her childhood and into adult hood and her use of alcohol and "bingeing" was her way to cope with past events. However, she initially informed her mentor that she didn't identify any mental health issues and wanted to move forward without being labelled. It appeared that Claire's past trauma was affecting her current mental health. As the mentor relationship continued, Claire felt more able to discuss her mental health and recognised that this was affecting her current life. The mentor spoke to Claire about Willow and she was agreeable that the mentor could make a referral. She engaged with Willow and participated in a trauma-focused group work programme. The Shine mentor continued to provide Claire with support initially to engage with Willow and to provide an opportunity for her to reflect on work she had engaged with.

Shine worked in close partnership with CJSW and CFSW throughout Claire's engagement with the Service and the level

of co-operation and information shared was excellent. The consensus of staff working with Claire was that she may have been a victim of human trafficking and was still considered to be at risk of exploitation. Concerns over her experiences and current risk were discussed with Claire who confirmed the abuse she had experienced. As a result the agencies were to liaise with the Police and housing services to try to increase her safety and offer additional support.

During this period, the Shine mentor acted as a “constant figure” in Claire’s life and provided her with emotional and practical support. As a result of her experience, Claire had difficulty in regulating her emotions and when things were difficult for her she would call the Shine mentor to discuss her feelings. However, due to past learned behaviour, this often resulted in Claire expressing that she doesn’t need the support offered to her. The mentor understood this and continued to provide a consistent, respectful presence which enabled Claire to feel able to frequently request support and to explore what had contributed to her brief periods of disengagement. Claire and the Shine mentor had built an open and honest relationship and were both able to discuss these difficulties which may have begun altering Claire’s view of what healthy relationship can and should be.

Claire continues to engage regularly with the Shine mentor and the support listed above. She is now volunteering at Social Bite (a local Social Enterprise that helps people who are homeless), has taken up running and is linked in to physical and mental health services. She has recently completed training courses with The Prince’s Trust of which she is incredibly proud. Although Claire’s mental health continues to impact on her current life, she is now engaging with appropriate services and continues to work towards improving this and hopefully regaining care of her children.

Case Study Three

21 year old Evelyn was referred to me in April 2017 whilst on remand in Cornton Vale. The referral came through three days before she was due to appear in court charged with shoplifting. She was released from court and I followed up the referral by contacting her in the community. She was living in a homeless hostel; pregnant with her first baby which was due in June. Her partner was also in prison and due for release in July.

The court sentenced Evelyn to a one year Community Payback Order which involved meeting with her Criminal Justice Worker weekly. She had missed the first two appointments and was at risk of breaching the sentence.

Evelyn, by her own admission, was not great at keeping appointments and initially, I found it difficult to secure her engagement as she often ignored my phone calls or said she was too busy to meet with me. However, I persevered and contacted two charitable organisations: Lifeline Counselling in Edinburgh and Cumbernauld and Kilsyth Baby Bank who provided a complete travel system, baby chair, Moses basket, bottle sterilising unit, clothes, toys and other items.

I met with Evelyn several times at the hostel and took her out for lunch on one occasion when she began to open up about her past and her current situation.

I accompanied her to a couple of appointments with Criminal Justice to try and encourage her engagement with her CPO and liaised with her Social Worker to ensure that we were both informed of the work the other was doing. Her baby girl was born in June and I visited Evelyn and baby in the hospital, taking along some baby outfits that I bought for her.

The baby suffered from withdrawal symptoms following her birth and was kept in hospital for a week before being placed in foster care. At this time Evelyn was undertaking a 12-week parenting capacity assessment. Evelyn was given two-hour supervised contact twice a week and I attended a couple of these to assess the relationship between mother and baby.

After the birth, Evelyn changed dramatically; attending all of her appointments on time and eagerly engaging with Shine, social work and health professionals. I was invited to attend a LAC Review and provided a report based upon the SHANARRI Principles. Evelyn's contact with her daughter was increased to three times per week, and a fortnight later, to four times a week, including unsupervised contact at home.

I referred Evelyn to several housing support agencies in an attempt to find her a permanent tenancy. A temporary furnished flat was allocated by the council, and more recently, she has been offered permanent accommodation.

Evelyn's partner was released from prison in July, and he too was subject to a 12-week parenting capacity assessment which social work discontinued following evidence that he was still using heroin.

On 18 September, a Children's Hearing Panel decided to return the baby to Evelyn's full time care which was a huge achievement for her.

Evelyn has decided not to continue her relationship as she felt it put her care of baby at risk which further demonstrated her commitment to her daughter.

I continue to support Evelyn; working with her to increase her understanding of the importance of attachment and parenting. I am very proud of how competent a mother she appears to be.

Mentor Blog one

A Day in the Life of a (Temp) Prison-Based Champion

My current role in Shine is very different from that of a Prison-Based Champion and so going in and speaking to the women in order to take referrals has been a new experience for me.

A typical day for me begins by entering the prison and awaiting a “runner” to come and take me to the women’s hall. Once the “runner” collects me I go up to the women’s hall where a room has been booked for me. I hand over my list of women to see to the staff on the desk and they will then call the women down one by one to see me. Some will refuse to see Shine and whilst this can be frustrating it is understandable when you consider that they are in a regime where they have very little say over anything and so this ability to say no is one of the little bits of control they have left.

The women I see come from varied backgrounds and some are reluctant to provide much information whilst others are more chatty. The information that we require to make a referral is often very sensitive and personal and we are asking them to confide their history to a total stranger. It always a privilege if they decide to open up and tell their stories as this requires a lot of trust. Often their stories are difficult to hear and the majority of them tell similar tales of trauma. It is common for me to hear, for example, that they have experienced domestic abuse; they suffer from poor mental health and drug / alcohol addictions; they have self-harmed in the past; they have lost their children and, for the unlucky ones, have no contact with them. They all worry about losing their tenancies due to their benefits being stopped whilst they are in custody and many tell me that whilst they have been in prison their properties have been broken into and their possessions stolen.

One particular lady told me her life has been filled from childhood with violence, sexual abuse and for the past few years she has been homeless and living on the street. She deliberately committed a crime in order to escape life on the street and get into prison. Understandably she is anxious about leaving custody and doesn’t know where she may end up once liberated. It makes me wonder how it could be that life in prison is an option you choose, however I know that she is not the only one who has made this choice.

Even though the stories these women tell me about their lives can be very dark they seem to feel better even just for having someone to speak to. They also all have aspirations about what they want to achieve once they are out like getting back into employment, going to college, re-building relationships with children and families and we always focus on these as our time comes to a close. Knowing that our mentors are so good at their jobs and can help them support them with this leaves me feeling optimistic about the future for these women and their ability to turn their lives around once released. I keep my fingers crossed that they will engage with the service once released because if our mentors can help them even with just one issue then they have a chance and if anyone can do it our mentors can!

Mentor Blog Two

A Day in the Life of A Shine Mentor - Gate liberation day

It's liberation day for J. I pick her up from the prison gate at 9.30am. We travel to her home town where she meets a friend to get her house key. We have arranged to meet her other support worker at the local Tesco café. I support J to call and make a new claim for ESA and PIP. This took a while as she failed security three times before finally getting through. She asked for me to speak on her behalf. We then went to the local council office to pick up her community care grant where she received £82 (I supported her to apply for this while she was in custody).

We go to J's house to find her electric meter has been removed. She is now in panic mode as it's Friday afternoon. I Google the number for her supplier and again, she would like me to speak on her behalf. They advise me her meter had been tampered with while she was in custody and they are very reluctant to put a new meter in. After 50 minutes on the phone, they finally agree to have a new meter installed on the condition J tops up her meter £10 weekly; J agrees to this. Unfortunately her supplier can't fit the new meter until Wednesday morning and J is now very anxious. She agrees to visit the local housing office to see if they can give her temporary accommodation until the new meter is in place – but they can't help until Monday morning. As a last resort, J asks if I can call and ask her dad to help. He finally agrees to let her stay at his house just until Wednesday.

After a very busy day, I drop J at her dad's house at 4.25pm. She stated if she hadn't had the support of Shine today she wouldn't have dealt with any of these issues, and used drugs instead. She thanked me for the help. She asks if I can help her tidy her home and go through all the mail she had received whilst in custody so we arrange an appointment first thing Wednesday morning to deal with this.

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



In partnership with the Scottish Prison Service, Social Work Scotland and the Scottish Government.