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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 from 1 April 2018 to 31 March 2019. This has been a particularly busy year with the allocation of resources supporting women across five prison establishments successfully met.

Shine mentees and staff continue to promote the Service by speaking at a number of events where they have highlighted the benefits of engaging with Shine. Individual women have spoken of their increased self-confidence and development of a more positive outlook for the future. This report includes comments and views of mentees, staff and partners. It reflects on Shine's experiences throughout the year and actions taken to further improve the Service. Shine continues to work closely with a range of partners including local authorities, Scottish Prison Service (SPS) and the Scottish Government Community Justice Division.

During 2018/2019 Shine has:

- » Exceeded agreed targets and delivered strong outcomes, with more women presenting with multiple and complex needs;
- » Further consolidated partnership working with statutory and other partners;
- » Continued to develop a more collaborative approach in HMP Greenock, ensuring improved communication and co-operation between Shine and SPS Throughcare Support Officers (TSO);
- » Reviewed the role of the Prison-Based Champions;
- » Continued to monitor the service offered to women who have been remanded, including referrals arising from the Shine 'passport' and Freephone number;
- » Facilitated staff workshops and issued the revised Operational Guidance and Standards;
- » Continued engagement with a range of key partners in the justice system, and increasingly with Community Safety Groups;
- » Provided representation at a Parliamentary Cross Party group together with a number of local Women in the Criminal Justice System groups;
- » Continued to work collaboratively with the SPS at a national, regional and local level;
- » Maintained our commitment to improving learning and development opportunities for staff, together with delivering services to improve outcomes for mentees.

## 1.2. Improving our Service

Shine has continued to contribute nationally and locally to discussions of the challenges women in the criminal justice system experience, especially in accessing essential services. Mentors and mentees continue to report difficulties in accessing safe accommodation, serious delays in receipt of state benefits with increased use of sanctions, and securing appropriate and responsive treatment for problems arising from “dual diagnoses” of mental health and addictions.

The messages we hear from women who have lived experience are “brought back” to Shine, where ways of improving our Service are under constant review. One example influenced our more recent review of Shine Operational Standards and Guidance. We now allocate a Shine Mentor up to 12 weeks prior to a woman’s release from prison, a change from the previously agreed six weeks, as women were reported to becoming more anxious within that shorter timescale.

Shine’s Programme and Project Boards continue to provide considerable support to the Service in the strategic direction and maintenance of standards, together with the delivery of agreed KPIs and outcomes.

### **Scottish Prison Service**

SPS hosted a joint SPS Throughcare and Shine event at the SPS College in May 2018, to which all available Shine mentors attended. SPS provided updates from their Women’s Strategy Group on the progress of the Community Custody Units and their Corporate Parenting Plan.

Following discussions and contributions from Shine and TSOs throughout the event, a number of areas were identified for further exploration and action. An action plan was developed and work on this continues.

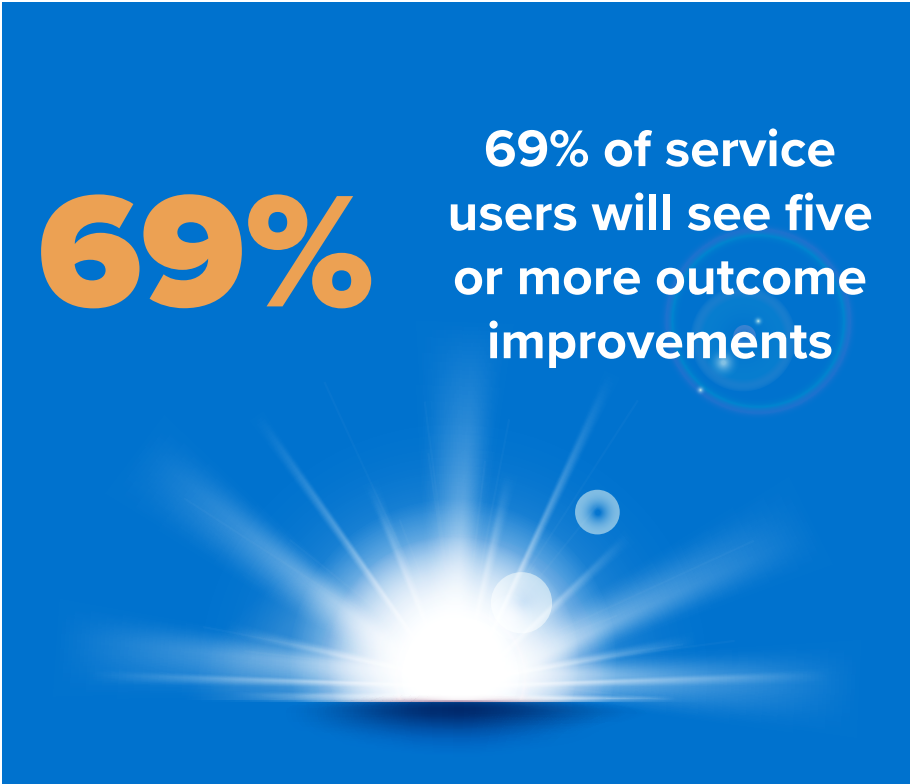
There have been significant changes in staffing within the regional Throughcare Management Group. Staff from both services welcomed the opportunity to contribute to the event and highlight the “challenges and opportunities” of working more collaboratively together.

Shine has contributed to the ongoing discussions regarding the future Community Custody Unit (CCU) in Glasgow. Shine will also become a member of the Project Board for the future Dundee Community Custody Unit, a multi-agency board providing the strategic interface between SPS and local resources.

## **Prisoners (Control of 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.

Shine welcomed the use of the legislation to help mitigate difficulties for women with a liberation date during the festive season 2017/2018. It was anticipated that mentors would again maximise use of the Act to support women over the same period in 2018/2019. However, due to the wording of the legislation it could not be used for women being released on 24, 27, and 31 December 2018 or 3 January 2019. The difficulties arising as a result of the current wording has been raised with Scottish Government and SPS, to assess the feasibility of amending the legislation to read two working days, and thereby minimise similar difficulties occurring in future.



**69%** 69% of service users will see five or more outcome improvements

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## 2. Our Resources

### 2.1. Staffing

The commitment and dedication of Shine staff continues to be one of the Service's greatest assets. Staff frequently tell us how much they enjoy working with Shine although they acknowledge the work can, as a result of individual mentee's complex life experiences, be on occasions challenging. The focus on the impact of vicarious trauma has encouraged staff to discuss with their managers and other Shine mentors the difficulties and challenges they experience. This support allows them to identify safe solutions for both them and their mentee.

During the past year the turnover of staff has been greater than in previous years, with a number of very experienced staff leaving to take up permanent or longer term contracted posts. Shine partners have worked hard to minimise disruptions arising from staff departures and where possible provided temporary coverage. The recruitment and induction process takes time and coincided in some areas with an increase in referrals. This undoubtedly had some impact on delivering the Service, however all vacant posts have been successfully filled.

Shine provides a service within each of the five prison establishments accommodating women, through the Prison Based Champion (PBC) posts. This is an essential role, providing a service to women who may choose to engage with Shine, together with a single point of contact for SPS staff and community mentors. The role of the Prison Based Champion can be very challenging and somewhat isolating. They navigate the practicalities of offering interviews to women within designated times determined by each of the prisons, often alongside other competing services (work, education, gym, health and visits).

Shine is presently in the process of reviewing the current PBC staffing arrangements. A meeting with PBCs and their managers, to review and agree processes to help manage the increase in prison referrals, has been arranged. This also includes simultaneous, related discussions with SPS Throughcare managers.

### 2.2. Resource planning

Confirmation that Shine's funding has been extended until 31 March 2020 is welcomed. However, this funding is to be maintained at the same level as in previous years and will present significant challenges within the Partnership, with increased staff costs needing to be addressed within a 'flat lined' 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. The partner organisations already contribute significant 'benefits in kind' in terms of non-recovered property costs, etc. As highlighted in previous reports the level of staffing



provides the minimum resource to deliver the Service, with little resilience to provide contingency for unplanned absences or when vacancies arise. Shine recognises resources are finite; where demands place unusual challenges, the support and advice provided by the Boards and our partners is valued. Shine is privileged to have staff that are always willing to go the “extra mile” and develop creative solutions in order to try and avoid waiting lists when demand for the Service is high.

### 2.3. Training and Awareness

Shine staff continue to access collaborative learning and development opportunities within partner organisations, SPS and alongside other local services. Shine staff and managers have facilitated a number of workshops to address topics including:

- » Upgrades to Case Management System (CMS);
- » Outcomes Star™;
- » Case recording;
- » Risk assessment.

Increasingly, mentors are actively supporting women when they attend court. Mentees tell us that such action reduces their anxiety, which they may have previously dealt with by failing to attend. Mentors have been increasingly asked by defence agents to provide information on the mentee’s engagement with Shine, together with any outcomes achieved. There is evidence that this support can improve outcomes in terms of court disposals and there are several cases where the outcome of the Court was positively influenced by information provided by the mentor. See “Appendix D” case study for an illustration of this.

Responding to the increase in this type of activity, Shine Partnership Managers are planned to deliver workshops to all mentors highlighting court processes and protocols. This workshop will provide a template for Shine mentors, ensuring consistency with all written information submitted. Three workshops are planned, to be delivered in 2019/2020.

The Partnership Managers have attended training provided by the Scottish Mentoring Network, which will enable them to deliver further training to new Shine mentors. The materials have been amended to ensure they meet the specific needs of women in the criminal justice system and the Service Shine delivers. Dates have been agreed to deliver three training events in April and May 2019.

### 2.4. Capacity

Shine continues to maintain and develop relationships with a wide range of community organisations; these enable women engaging with Shine to access appropriate local resources. Knowledge of, and engagement with, local services and resources are an essential element of successful reintegration for women supported by Shine. Shine staff have become

excellent at identifying and collaborating with local statutory, voluntary and church resources in the community that provide much needed services and support to women, especially as they leave prison.

## 2.5. Shine Partner profile

The Shine Partnership was developed in 2013 and continues to deliver the Service. During 2018 the Shine Programme Board consulted individually with all Chief Executive Officers of the partner organisations, culminating in a unanimous agreement on the effectiveness of – and commitment to – maintain the strengths of the current partnership format.

Where Shine is provided in a geographical area by a number of partners there is clear evidence of them working collaboratively to address, often unplanned, operational issues that arise. In a recent example, one partner agreed to split a full time post across two local authority areas to reflect the geographical challenges. Shortly after, when one of the part time vacancies became vacant, there was a further review of resources and demands and an agreement reached across the three partners to relocate resources to meet the needs of the women in those areas.

## 2.6. Venture Trust

### **Delivering the Next Steps wilderness-based CBT programme**

Since October 2013 Venture Trust has supported 176 referrals from Shine, covering 27 local authorities. Of these, 131 engaged in the community support and 77 have taken part in the wilderness residential programme phase.

### **Delivering positive outcomes for participants**

Venture Trust monitors participants' progress for 12 months. Core life skills monitoring data for the Shine cohort since October 2013 <sup>[1]</sup> shows that of those who have taken part in the wilderness phase of the programme:

- » 90% are showing improved confidence;
- » 88% are showing greater employability;
- » 74% have increased their stability and reduced their risk of reconviction;
- » 68% improved their relationships within their community or sustained an existing high baseline for this outcome;
- » 74% have increased their use of community services and opportunities or sustained an existing high baseline for this outcome.

*[Note 1: As at March 2019]*

Since April 2014, 37 women taking part in the wilderness residential phase have progressed to positive destinations.



## 2.7. Partner engagement

Positive and trusting relationships are evident amongst Shine's 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 in 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 at the Project Board. 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 that mentors offer to very vulnerable and often chaotic women.

Shine continues to contribute to the Scottish Working Group on Women's Offending (SWGWO), is now a member of a parliamentary Cross-Party Group on women in the criminal justice system and several women's forums across local authority areas.



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### 3. Funding (See Appendix C: financial report)

#### 3.1. Benefits in kind

Shine delivery partners, alongside our partners within SPS, local Criminal Justice Services and other community resources, continue to provide mentors and PBCs with access to resources crucial to being able to deliver Shine. Significantly, this includes non-recovery of property costs across all partners.

Shine is well integrated in many areas across the country - one example is at Tomorrow's Women in Glasgow where Shine has a mentor based within the unit. Having this arrangement allows greater collaborative support from mentors across the one stop shop and provides mentees access to a range of services offered on site. Such integration is based on relationships that have been developed over time and greatly enhance the service women receive.



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## 4. Activities

### 4.1. Delivery of Change

Shine continues to review how PBCs can supply accurate and up to date information to assist mentors in providing the most appropriate services to women. Information from PBCs relating to court dates is increasing opportunities for mentors to meet and support women when they appear in court.

Shine, in discussion with PBCs and mentors, continue to monitor use of the Shine 'passport' (with Freephone number) to assess take up and whether this could be further improved.

#### **HMP Cornton Vale**

HMP YOI Cornton Vale continues to provide the national allocation function to all women outwith the catchment area of HMP Grampian. The prison is currently experiencing major reconstruction in preparation for the planned National Unit alongside a separate Assessment Unit. As a result, the substantive population within the prison has been significantly reduced and Shine has adapted how it provides the PBC role within SPS establishments and particularly in Cornton Vale. This has resulted in a realignment of available PBC resource.

#### **HMP Grampian**

Banff Hall continues to operate at full capacity, requiring some women from the catchment areas to be transferred to other prisons accommodating women. This creates considerable difficulties for the women, their families and mentors to maintain contact other than by phone or letters. HMP Grampian do try to bring women relocated elsewhere back to the prison prior to discharge, which reduces serious concerns women have of being able to get home. SPS contributed to the discussions with Shine partners about the consistently high number of women accommodated from the Highland Council area and increasing numbers from Moray. This resulted in a realignment of resources, with a full time equivalent mentor transferred from Aberdeen to Highland.

Following feedback from mentors, HMP Grampian now provides all women leaving the prison with photographic ID at no cost. This allows the women to register and access essential services including opening a bank account required to receive DWP benefits. This service is currently only available in HMP Grampian and Greenock.

#### **HMP Greenock**

There have been significant changes at HMP Greenock with a new Governor and staff movement as well as changes in the arrangements for accessing women in custody. These changes have further enhanced Shine's positive relationship with the establishment.

## **HMP YOI Polmont**

Blair Hall continues to accommodate women and young women from most areas of Scotland.

Currently one Shine PBC is based across HMP YOI Cornton Vale and Polmont which presents challenges as the establishments operate quite different regimes and arrangements to enable access to the women. The current construction work at Cornton Vale has brought some disruption for all within the establishment, however SPS have worked hard to minimise this.

## **HMP Saughton**

Ratho Hall accommodates women from most areas of Scotland, although the majority of women return to addresses in Edinburgh and the Lothians and Fife. A new SPS Throughcare Manager has recently been appointed, with responsibility for HMP Cornton Vale, Edinburgh and Polmont and is now a member of the Shine Project Board.

## **4.2. Justice Committee**

During the year Shine gave evidence to the Justice Committee on women remanded into custody and bail arrangements and gave a presentation to Social Work Scotland Criminal Justice Standing Committee. In August, Shine hosted a multi-disciplinary meeting for staff from Welsh Justice Commission, following a previous visit from the Commission on Justice in Wales in May 2018.

## **4.3. Service Delivery**

The continuation of Shine funding to March 2020 is welcomed and enables the ongoing delivery of services to very vulnerable women in the criminal justice system. The year on year funding has however created uncertainty and undoubtedly has contributed to the loss of some very experienced staff. All vacancies have been filled, with staff aware that their appointment is a fixed term contract.

Shine provided temporary cover for maternity leaves during the year. The majority of mentors leaving Shine moved to longer term or permanent contracts within their partner agency or other post within the social care / justice field. Without exception, all spoke highly of their experiences and skills that they had developed within Shine.

Since its launch, Shine has endeavoured to be flexible and to transfer resources where practicable across geographical areas to meet changing demands. Shine resources across Glasgow, North Strathclyde and Lanarkshire are able to provide cover across the local authorities within their boundaries, should it be necessary. It has not been possible to replicate this model in other areas due to resource and geographical challenges. However, as noted elsewhere in this report, resources have recently been transferred to meet the high demand for the Service, compounded by geographical challenges, in Highland.

During the year mentors and managers have raised concerns about the level of mentees experiencing severe mental health conditions and the appropriateness of Shine to support them in the community, without the additional medical treatment and clinical support they urgently require.

Substance issues remain a major factor for many women engaging with Shine, and access to community addiction services is often not sufficiently responsive to their appointment needs especially, where due to chaotic lifestyles, they miss or fail to keep appointments. Women who have been detoxed whilst in prison, but unable to sustain this position in the community, often find they have to wait weeks for a new appointment. This new appointment is required before they can receive treatment and too often women resort to offending to fund their drugs illegally.

Most women that Shine supports have experienced endemic poverty throughout their lives and this has multiple implications. Delays in receiving state benefits remain a significant issue and place women in high risk situations in order to survive on a day to day basis. This is especially true for women released following a period of remand.

Access to safe and secure accommodation continues to present major challenges, with some women being released without accommodation. This can lead to 'sofa surfing' or returning to unsafe accommodation and relationships to ensure that they have an address in order to claim state benefits or register for health services. This can be exacerbated for women living in rural areas, where infrastructures and services are often limited and expensive to access.

During this period Shine has collaborated with the "Beyond Recovery" initiative to provide a series of six workshops for women who have been supported by Shine. The workshops, titled 'Insight into Wellbeing', provide an experiential programme with an additional pre-group and two post-group sessions. All had a level of stability and had made a number of positive changes in their lives, including feeling more confident and in charge of their lives. A report from the group is expected in May 2019 and will be further considered at the Programme and Project Boards.

In January 2019 Shine contributed to the first of the Care Inspectorate Criminal Justice Inspections of a local authority Criminal Justice Social Work Service. It is anticipated that Shine will be invited to contribute to future inspections once the timetable is published.

During the year Shine revised and reissued the Operational Guidance and Standards, including revised referral forms.

## Challenges

Shine has used the Annual Report in previous years to highlight a range of barriers experienced by women in the Criminal Justice System. In the past year those challenges have persisted and in a number of areas mentors report the situation is deteriorating as austerity measures and cuts to local services continue. Almost all women engaging with Shine are referred to a food bank. Many Shine teams collect and distribute clothing and footwear and support women applying to charities or other services offering free essential household goods including beds and bedding.

Managing substance dependence on admission to prison continues to present challenges for women, often impacting and impairing their ability to make decisions. Conversely, discharge following detoxification presents different challenges and on occasions has included fatal overdoses.

Overall, the number of prison referrals to Shine remains high, with 47% relating to women on remand. Referral volumes vary across Scotland with some areas having consistently high numbers (Ayrshires, Glasgow, Highland and Fife) whilst in other court areas, the use of custody is at a lower level.

The geographical distribution of community referrals is variable and the total number considerably below the initial projections for the Service. There has been an increase from some local authorities in the past year, particularly in areas where local services including those provided by Criminal Justice have been reduced or severed.

A major challenge facing local authority Criminal Justice Services and Shine will be the implications of the introduction of the presumption against short sentences (PASS) in 2019. It remains to be seen what the impact of this will be on Shine and local services. Shine is designed and able to assist Criminal Justice Social Work colleagues to support such women comply with their Orders, many of whom have a history of non-compliance and breach of such sentences.

Shine maintains, as it has consistently stated, that the duration of the contact (six months) with the Service is in most cases too short, particularly with the multiple and complex needs and chaotic lifestyles of many of the women. Consequently, the approach has been to apply a managed response to person-centred need in the period of contact.

As previously highlighted, the year-on-year 'flat line' funding has presented challenges for the partner organisations as well as individual mentors, impacting on the retention of highly skilled and experienced staff. That said, the commitment of staff and their engagement with some of the most deprived and disadvantaged women in Scotland remains extremely high.



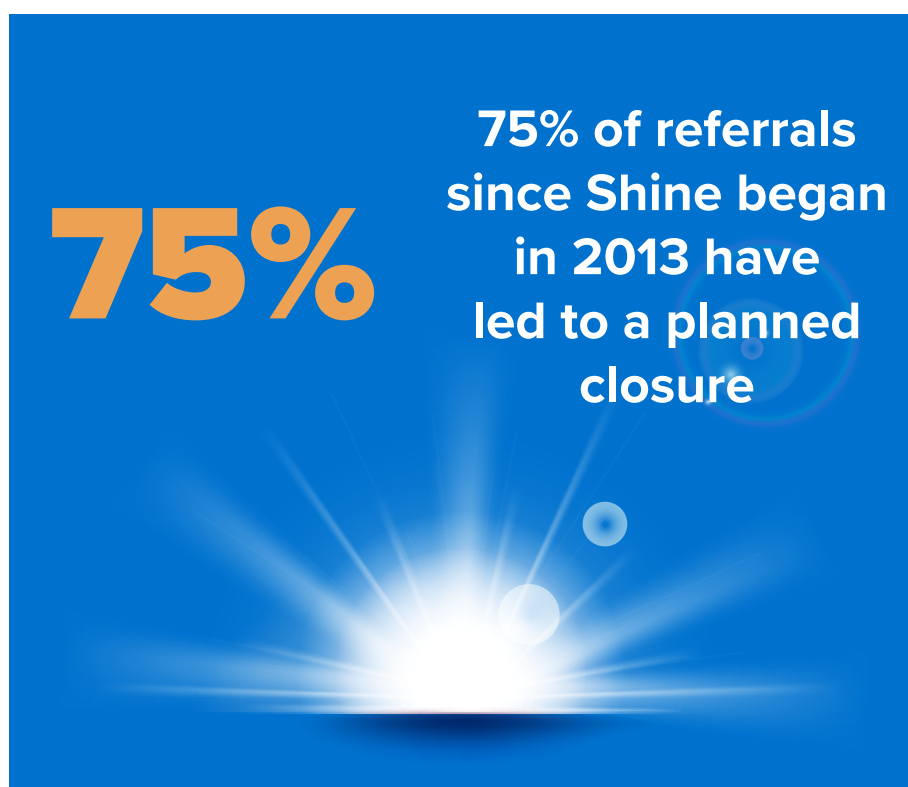
In relation to the legislation: The Prisoner (Control of Release) (Scotland) Act 2015, application proved difficult over the festive period 2018/2019 and this will be replicated in 2019/2020 should the current wording and interpretation remain unchanged.

The expansion of Universal Credit has added new challenges for mentees, as discussed later in this report (section 5.1).

Discharge from custody presents opportunities, but also increased risks for women. Paradoxically, prison establishments can provide a stable environment, with access to health and addiction services, food, shelter, work and education alongside companionship. This structure is removed following release and, for some women, seriously impacts on their ability to access safe accommodation, health and other essential community services and finance. Some women, to survive, place themselves in high risk situations that can be detrimental to their health and wellbeing and may increase the risk of them returning to custody.

Shine Operational Standards and Guidance require partners to notify the Shine management team of any Significant Incident involving women who had engaged with the Service. For the period April 2018 to March 2019, Shine was notified of 16 cases meeting the criteria of a Significant Incident. This included five fatalities, three attempted suicides, one missing person, six life-threatening incidents and one threat to a Shine mentor.

Shine is acutely aware of the risks to mentors associated with vicarious trauma. Following the two day workshops attended by all mentors, and separately their managers, in 2017/2018 to support staff well-being, this has been followed up as a theme throughout training events.



## Successes

Engagement with individual women and witnessing positive change in their lives continues to be one of the ‘best rewards’ for mentors. It is humbling to hear women, who have engaged with the Service, able and willing to talk publicly about their experience and the changes in their lives that they have made.

### Other successes include:

- » The commitment, skills, knowledge and experience of staff that enables them to manage women with chaotic lives;
- » The readiness of managers to use a solution focussed approach to difficulties that are identified and, where relevant, share that learning across Shine;
- » Strong evidence of positive outcomes for women supported by Shine, from analysis of Outcomes Star™ data;
- » Over the years Shine has developed positive working relationships with a range of community partners built upon their local working knowledge and needs of the women in different geographical areas;
- » During the year the Partnership Managers organised a range of workshops to address issues raised by the Programme and Project Boards and Shine staff. These events have been well received by mentors with a high level of attendance;
- » Shine revised and reissued the Operational Guidance and Standards;
- » Shine was recently invited to be a member of a multiagency group examining transgender issues in the SPS Women’s Estate. To date Shine PBCs have had little contact with transgender women in custody and, where this has happened, appropriate information has been sensitively offered.

## 4.4. 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 Shine staff. The introduction of electronic ‘Notebooks’ for all staff will further improve access to up-to-date and relevant information.

Shine has utilised the E-mail a Prisoner Service for several years; mentors and mentees frequently comment how this service positively enhances communication between them.

The Shine ‘passport’, a credit card sized plastic card, which contains the Shine Freephone number, has been in use for some time now and the telephone number is regularly used by mentees who for whatever reason have lost touch with their mentors.

The Shine Annual Report is circulated to a wide range of stakeholders across the criminal justice community.

## 4.5. Business improvement

### Improving Performance – Case Management System (CMS)

Following discussions alongside advances with the Case Management System (CMS), and to ensure all staff have access to relevant and up to date technology, Shine is now trialling use of mobile access to CMS via use of an electronic ‘Notebook’ or Smartphone. This will give mentors the capability to update CMS, including case records, remotely rather than needing to return to their office. Initial feedback has been very positive, with one worker completing records using her app-enabled mobile phone, whilst another commented that if mentees are late or fail to attend, that time is now more productively used. The delivery of the devices and one-to-one training for all mentors will be carried out during the first quarter of 2019/2020.

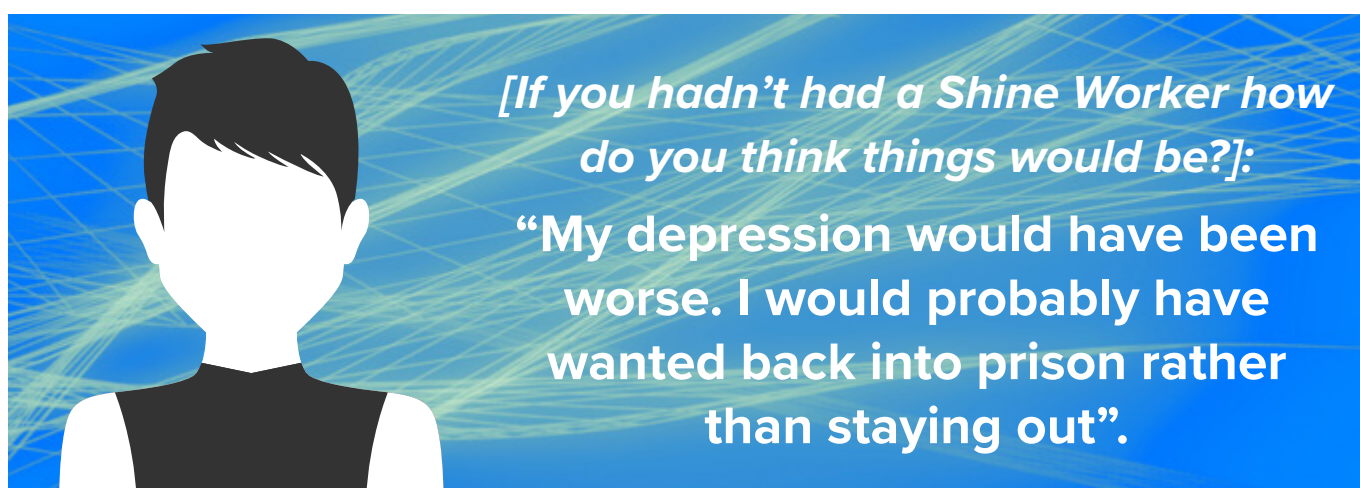
### Improving Performance – Case Recording Compliance

A number of Case Recording Compliance checks have been carried out and these have been shared with mentors and managers for them to take any corrective action needed. This has led to a general improvement in the quality of case recording and has allowed more detailed analysis of outputs and outcomes. Regular compliance checks are now carried out monthly and sent to Shine Managers for any necessary action.

### Outcomes Star™

The use of Outcomes Star™ has now become embedded in day-to-day service delivery and all mentors receive training.

Analysis of the outcomes for Outcomes Star™ has been very positive, with around 96% of all mentees who engage showing at least one improvement in outcomes and 69% of mentees showing five or more improvement in outcomes. These outcomes are further analysed in Appendix A: Performance.



## 4.6. Referrals

This reporting period has seen a rise in the number of referrals to the Service when compared to the previous reporting period 2017/2018: from 756 to 827. When comparing the two reporting periods, prison referrals have increased from 592 to 694, with remand increasing from 255 to 328. The overall percentage of remand prisoners compared to all prisoners rose from 43% to 47% across the two periods.

The percentage of all women prisoners referred to Shine, compared with all of those that are eligible sits at around 73%.

There was a reduction in the number of community referrals from 164 in 2017/2018 to 133.

**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	01/04/2018 to 31/03/2019	Comment
Referrals	680/720 <sup>1</sup>	724/720 <sup>1</sup>	756/720 <sup>1</sup>	838/720 <sup>1</sup>	756/720 <sup>1</sup>	827/720 <sup>1</sup>	Referrals up from previous year
Planned Exits	188 (37%)	286 (50%)	254 <sup>2</sup> (49%)	272 <sup>2</sup> (46%)	165 <sup>2</sup> (53%)	247 <sup>2, 4</sup> (55%)	See Table 2
Unplanned exits	317	205	260	320	148	204	See Table 2
FTE mentors	24	24	25.5	25.5	25.5	25.5	Prison champions increased in 2015/2016
Mentees engaged	n/a	281	206 <sup>3</sup>	292 <sup>3</sup>	357 <sup>3</sup>	281 <sup>3</sup>	As at 31/03/2019
Ratio mentees/mentors	28.3	30.1	31.5	32.8	30	32.4	An increase on last year

1. Annual referral target.
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 year-on-year improvement is due to the time period used for statistical analysis. A report is prepared for case closures for referrals which have been received during the reporting year 2018/19. Since mentors work with mentees for six months and up to a year for those making positive improvements, many planned exits will not have happened at a time point close to the reporting period of 2018/19. Unplanned exits, by contrast, will 'skew' the figures since they tend to exit early. Therefore a report is also prepared for ALL referrals since the introduction of the service in 2013.

## 5. Participation

### 5.1. Mentees

The profile of Shine mentees has remained fairly constant, although staff are reporting more of the women referred are presenting with severe mental health issues. Women continue 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 particularly amongst older women is alcohol. This has implications for their offending, with a higher proportion of public order, assault and criminal damage offences that can be dealt with in the criminal justice system or local anti-social behaviour structures. Access to treatment, recovery and counselling services is variable, with many Alcohol and Drug Partnerships (ADPs) experiencing reductions in funding. The situation in rural areas is often more acute, with restricted services often based in towns or cities making access expensive and difficult.

**Table 2: Planned/unplanned case closure analysis**

All cases since the beginning of the service*		
Planned closure	3006	75%*
Unplanned closure	1016	25%
Live	374	
Pending Closure	60	
<b>Totals</b>	<b>4456</b>	

\* As at 31/03/2019

**Table 3: Overall Referral KPIs 2018/2019**

KPIs	Report Period	Actual	Comment
1. 25.5 FTE Mentors in place	1 April 2018 to 31 March 2019	25.5 FTE	
2. Each Mentor will work with 15 Mentees per 6 month period (avg. 2.5per month)	1 April 2018 to 31 March 2019	115%	Average at 2.8 per month per mentor (target 2.5)
3. Shine will work with 720 referrals per annum (avg. 60 per month)	1 April 2018 to 31 March 2019	115% (target 720 actual 827)	Averaging at 69 referrals per month (target 60)

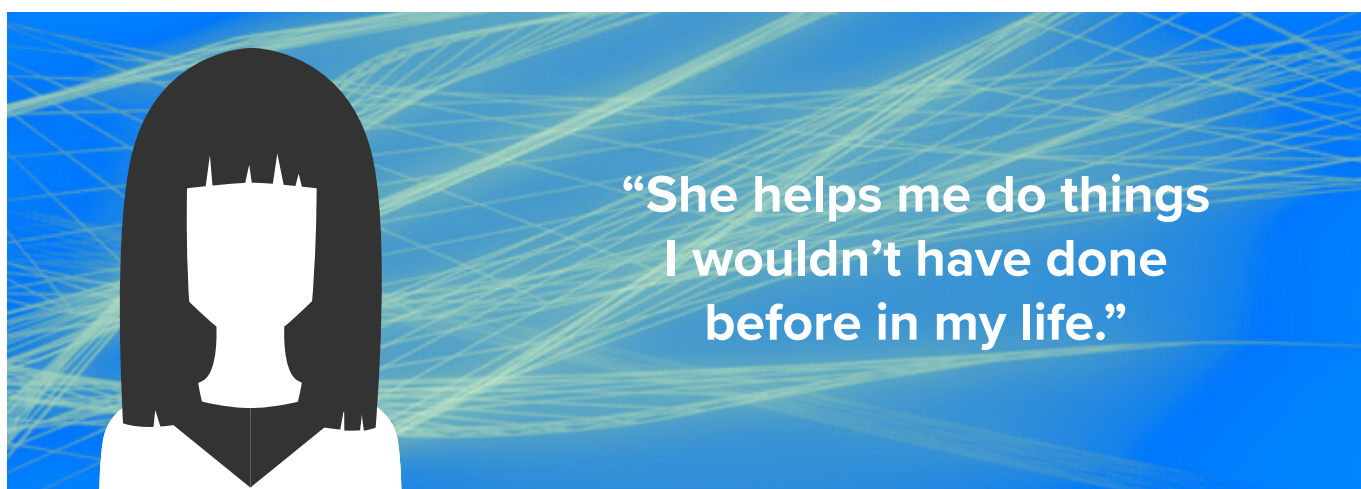
A significant number of women when they become involved with Shine do not have safe or stable accommodation. Shine staff in localities have often developed positive relationships with Housing / Homeless teams and other accommodation providers with whom they will advocate on behalf of the woman. Shine has supported many women moving from homelessness to their own tenancy; however the limited availability of suitable and safe accommodation continues to place vulnerable women in high risk situations.

The majority of Shine women are dependent upon state benefits. Mentors continue to highlight significant delays in women accessing payments and express concern that current delays and use of sanctions create not only genuine hardship, but leave women vulnerable to further offending and risky behaviour. The implementation of Universal Credit, with the ability for DWP to deduct monies at source alongside monthly payments, is causing considerable anxiety amongst mentees. Mentors note that many women who are used to living on a day by day basis struggle to manage the new payment system, again making them very vulnerable.

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

## 5.2. Disengagement from Shine

Contact and engagement with Shine is completely voluntary and frequently cited by mentees as one of the strengths of the Service. Trying to establish contact following disengagement presents ethical as well as practical problems. Some women who do disengage are re-referred at a later date and that can provide an opportunity to discuss the circumstances around previous disengagement. In discussions with mentors about this issue, the most frequent explanation given to them by mentees is “... a return to a chaotic lifestyle, no phone or phone credits, too many other things going on, or, not the right time”.





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## 6. Outcomes

### 6.1. Outcomes

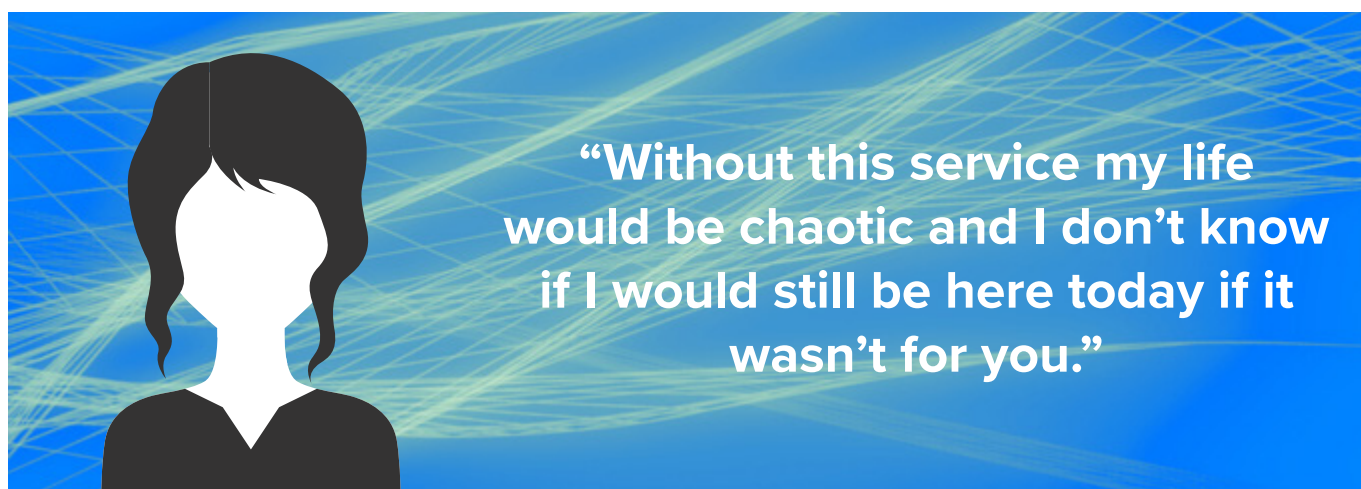
Using the Outcomes Star™ tool, outcomes for mentees are recorded and monitored and, when analysed, have shown consistent positive improvements. The five outcome areas (or domains) that show most positive improvements are:

- » Managing Strong Feelings;
- » Drugs and Alcohol;
- » Mental Health and Well-being;
- » A Crime-free Life;
- » Positive Use of Time.

The five outcome areas that show most declines are:

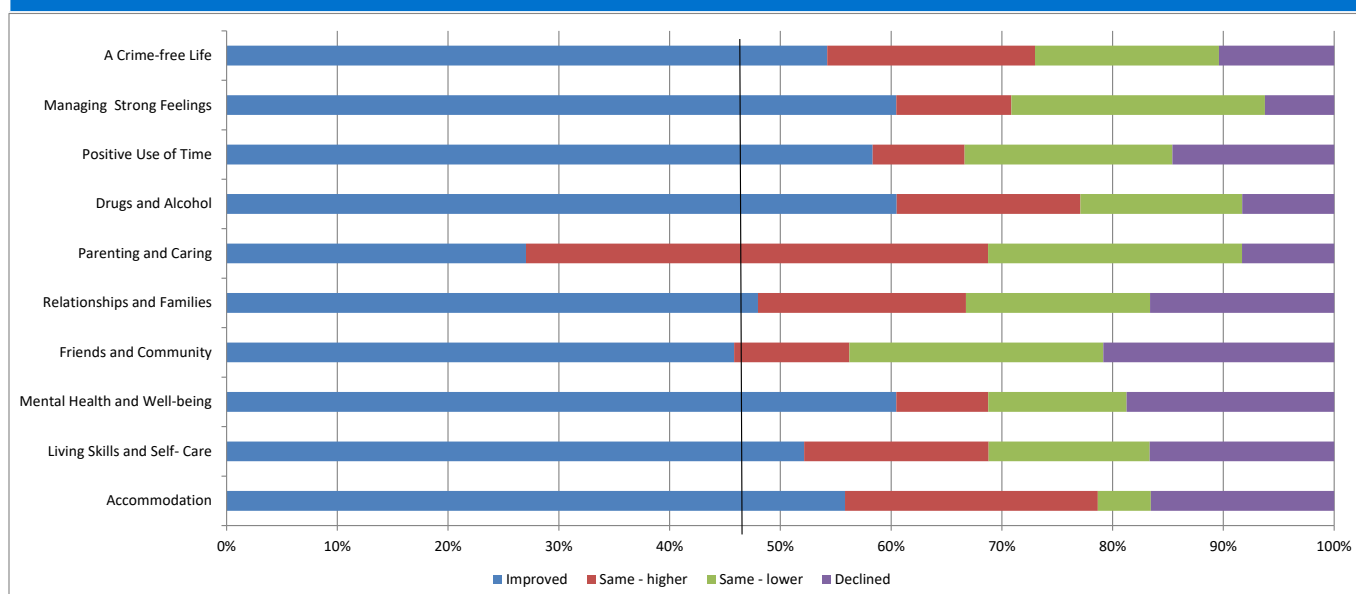
- » Friends and Community;
- » Mental Health and Well-being;
- » Accommodation;
- » Living Skills and Self-care;
- » Relationships and Families.

The lowest improvement was for Parenting and Caring. One cause of this is that where a woman has no parental responsibilities, the reading should always be at the top of the scale, so no change will be recorded at all subsequent reviews, for most mentees.



## Table 4: Justice Star Outcomes Mapping

For a cohort of 50 random Shine cases



## Table 5: Justice Star Outcome Improvements Analysis

Justice Star	First Visit	Second Visit	Change
Overall Mean Reading Scores	57%	69%	12%
Individual Domain Improvements (max 10)	Frequency	Distribution	Percentage of Cases
10	10	10	6%
9 or more	7	17	21%
8 or more	6	23	31%
7 or more	8	31	37%
6 or more	13	44	49%
5 or more	4	48	69%
4 or more	4	52	75%
3 or more	3	55	81%
2 or more	6	61	85%
1 or more	4	65	96%
0	3	68	4%

21% of service users will see nine or more outcome improvements

69% of service users will see five or more outcome improvements

96% of service users will see an outcome improvement

## 6.2. 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.

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## 7. The next 12 months and beyond

### 7.1. Priorities for Action:

- » Reviewing the Service, consulting with stakeholders, staff and mentees as part of the potential commissioning/procurement for a new service;
- » Deliver Shine-specific mentoring training for new staff;
- » Deliver workshop and report template for staff supporting women at court;
- » Implement electronic 'Notebooks' and training for all staff to enable mobile access to CMS;
- » Deliver a range of CMS high quality data and outcome reports that are responsive to the strategic and operational needs of Shine and stakeholders;
- » Examine the feasibility of introducing new approaches within Shine (group work and drop in for example);
- » Contribute to the SPS Managing Women in Custody Strategy 2017/2020 including the development of the two CCUs;
- » Ongoing review of demand trends and resource allocation;
- » Discussion with Criminal Justice Standing Committee and local authority justice services concerning the Presumption Against Short Sentences (PASS) legislation;
- » Conduct a further audit on quality of Service delivery.

### 7.2. Changes to make going forward

#### Proposed future developments include:

- » Shine Partnership Managers will continue to develop workshops to meet needs identified by mentors, managers, audits and Service reviews;
- » Shine will continue discussions with managers, mentors and Shine PBCs to explore ways in which staff can have greater access to women attending court;
- » Shine will review its Volunteer Strategy and ascertain ways of offering safe opportunities to women who want to use their experiences to assist others;
- » Shine is mindful of the impact that changes in legislation can bring and will ensure that mentors are fully informed of such changes and potential implications;
- » The Presumption Against Short Sentences of less than twelve months to be implemented during 2019 offers opportunities for women in the criminal justice system. Shine welcomes the chance to support more women to remain in their community rather than engaging with them following a remand or short sentence of imprisonment;
- » Contribute to ongoing strategic and operational developments within the SPS women's estate;
- » Shine endeavours to explore other approaches to support women's ongoing development; the feedback from 'Insight into Wellbeing' group is a positive example of this.

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## 8. Summary

Shine has now been delivering mentoring services to women in the criminal justice system for six years. During this time the Service has learnt much from its contact with mentees who use the Service and mentors who provide the Service. Shine managers and stakeholder colleagues, alongside internal discussions instigated by the Programme and Project Boards, have increased the revisions made across the Service to improve the delivery of Shine.

Shine was developed as a direct response to recommendations in the Commission on Women Offenders and the annual increase of referrals, particularly for women in custody, clearly demonstrates a need for a person centred mentoring service as provided by Shine.

Shine is unique in the criminal justice system in that it provides a service where an individual woman has total control over her decision to engage with the Service and priorities she wishes to address, without fear of sanctions including denial of services.

Shine acknowledges that individual women will be at different stages in their contact with criminal justice system when they encounter Shine, and whilst they may be willing to request a referral whilst in prison, the demands of life when back in the community are such that engagement with Shine may not be a priority for some individuals at that point in time.

In discussion with mentors, they highlight the considerable challenges that the women engaging with Shine experience on a day to day basis and speak proudly of their mentees who are



The infographic features a solid blue background. On the left, the text '115%' is written in a large, bold, orange font. To the right of this, in a smaller white font, is the text 'Shine has seen a rise in referrals from 756 to 827. This represents 115% against target (720)'. At the bottom center, there is a bright white sunburst or starburst effect with several small blue circles floating above it.

**115%**

Shine has seen a rise in referrals from 756 to 827. This represents 115% against target (720)

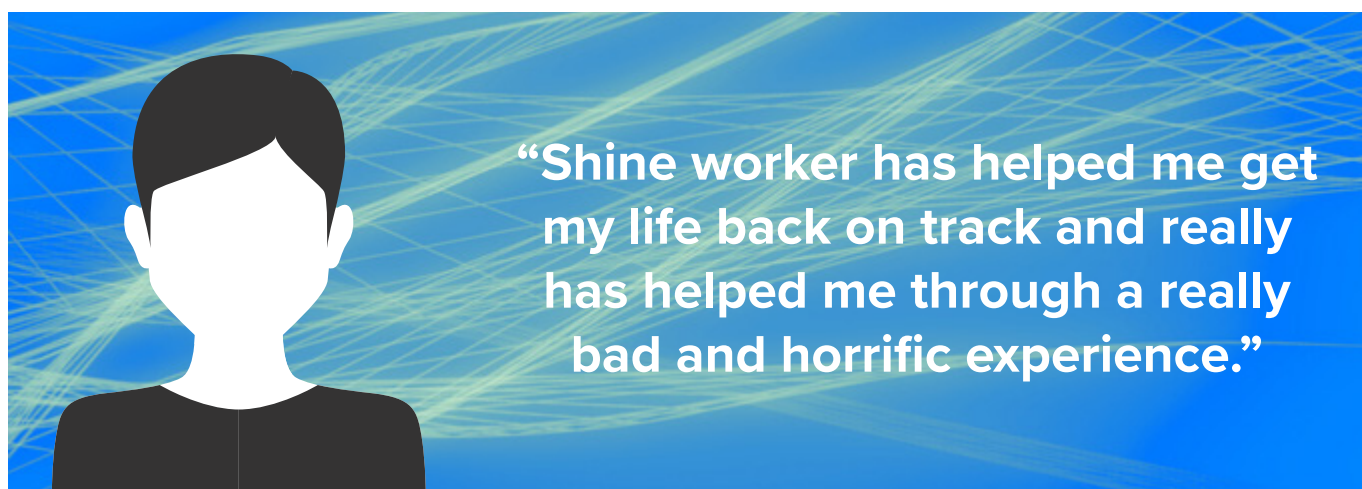
able to move from a 'chaotic and hopeful' view of their future to one where they are taking charge of their lives and thriving on that experience.

Shine embraces the individuality of mentors and the person centred and empowerment approach they adopt with mentees. However the Service has also worked hard to develop a consistent approach across the partnership and has recently reviewed and revised the Operational Guidance and Standards and other documentation, to reflect changes highlighted by staff, mentees and stakeholders.

The developments in reporting and analysis over the past twelve months across the Case Management System, and implementation of the Outcomes Star™, have provided Shine partners and staff with a range of high quality 'real time' information that will prove invaluable in planning work with individual women and the further development of the Service.

Analysis of the outcomes for women in Shine have consistently shown that, for women who engage with the Service, they will achieve a high level of improvement in key areas of their lives captured in the 10 domains (outcomes) of the Outcomes Star assessment. These include: mental health and well-being; living skills and self-care; drugs and alcohol; relationships and family and living a crime-free life. 96% of mentees in the study group show at least one improvement in outcomes measured between the first assessment reading and the second reading and 69% of mentees show an improvement in five or more outcomes.

Consequently, women who are ready to engage and be supported by a Shine mentor have demonstrated material positive changes in their lives, often in areas that they had previously identified as creating real problems for them. These may include safe accommodation, accessing and engaging with addiction services, meaningful contact with family and being in receipt of state benefits. Mentees have also spoken about their increase in self-confidence and self-belief that they can change and how they feel more hopeful for their futures.



## Appendix A: Performance

### 1. Shine Key Performance Indicators

KPIs	Report Period	Actual	Comment
1. 25.5 FTE Mentors in place	1 April 2018 to 31 March 2019	25.5 FTE	
2. Each Mentor will work with 15 Mentees per 6 month period (avg. 2.5 per month)	1 April 2018 to 31 March 2019	115%	Average at 2.8 per month per mentor (target 2.5)*
3. Shine will work with 720 referrals per annum (avg. 60 per month)	1 April 2018 to 31 March 2019	115% (target 720 actual 827)	Averaging at 69 referrals per month (target 60)

\*Shine has had a high mentor turnover this year, with number of mentors fluctuating. Therefore, the average is an estimate.

### 1.1. Referrals

Compared to 2017/2018, this year Shine received 10% more referrals overall (827 vs. 756). The proportion of prison referrals was much higher than 2017/2018 with an increase by 23%, and community referrals had a decrease of 12%.

### Outcome Targets 2018/2019

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  
74%**

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  
86%**

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  
74%**

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  
74%**

\*Based on women who engage for at least one month

Comment – the outcomes reported over the period have shown sustained achievement against all targets.



## 2.1. Outcomes Heat Map and Detailed Outcomes Analysis across Domains

	Accommodation		Living Skills and self-care		Mental health and wellbeing		Friends and Community		Relationships and family		Parenting and caring		Drugs and Alcohol		Positive Use of Time		Managing strong feelings		A crime-free life	
	Visit 1	Visit 2	Visit 1	Visit 2	Visit 1	Visit 2	Visit 1	Visit 2	Visit 1	Visit 2	Visit 1	Visit 2	Visit 1	Visit 2	Visit 1	Visit 2	Visit 1	Visit 2	Visit 1	Visit 2
1	4	10	8	9	3	8	2	7	3	8	10	10	10	10	3	8	3	9	8	10
2	7	9	5	9	3	8	2	7	3	7	10	10	3	9	3	8	2	5	3	9
3	7	10	6	10	5	10	3	9	8	9	10	10	9	10	6	9	6	10	8	10
4	5	7	4	6	4	6	4	6	5	7	3	6	3	6	3	6	3	6	4	7
5	8	9	4	8	4	8	3	9	8	10	7	10	2	8	4	10	4	8	4	8
6	7	7	3	5	2	5	3	3	2	2	10	10	3	4	2	4	2	4	2	4
7	7	7	3	7	3	7	2	5	2	7	10	10	4	6	3	5	4	5	8	5
8	3	4	6	9	7	8	7	7	7	9	5	9	10	10	5	7	5	5	6	8
9	8	9	5	10	3	8	9	4	1	1	1	10	2	3	3	3	2	8	3	8
10	9	5	9	7	8	5	7	7	7	7	10	10	4	5	2	8	6	5	4	10
11	10	10	9	8	7	6	8	6	7	3	8	5	10	10	8	8	7	4	9	9
12	9	9	9	9	7	7	8	8	7	7	10	10	10	10	8	10	8	8	8	8
13	10	7	10	9	9	9	7	10	9	9	9	10	7	9	5	7	6	8	9	10
14	7	10	4	5	3	5	3	1	5	6	4	6	4	8	3	2	5	7	6	10
15	5	10	5	10	4	8	6	10	7	10	8	10	9	10	4	8	6	9	9	10
16	2	4	5	7	3	5	8	8	4	5	3	10	7	7	5	6	3	5	8	9
17	9	5	6	7	3	3	3	2	3	2	10	10	3	4	2	2	4	4	7	7
18	7	7	9	7	8	7	7	5	8	7	5	5	8	7	5	4	8	8	6	6
19	6	7	10	10	2	5	4	4	9	9	8	8	7	9	9	8	3	6	9	9
20	3	7	8	8	4	4	4	4	10	10	3	3	3	3	4	4	4	4	4	4
21	3	6	6	6	2	3	2	2	5	3	10	10	7	7	5	5	3	3	4	4
22	3	5	1	5	1	4	1	3	3	4	1	1	6	7	2	2	2	4	6	6
23	2	7	2	3	3	3	2	2	5	3	2	2	3	3	2	2	3	3	2	6
24	3	7	8	7	4	4	2	4	5	7	1	10	4	4	3	4	3	4	5	6
25	3	2	3	3	3	2	2	2	1	1	1	1	4	1	3	2	1	2	3	3
26	3	9	10	10	9	10	9	10	9	10	3	9	10	10	10	10	9	10	5	8
27	4	6	4	6	4	6	3	5	6	4	10	1	4	6	4	6	5	7	6	7
28	5	7	5	8	5	8	5	7	5	8	5	8	5	6	5	8	5	8	5	8
29	5	8	9	9	7	7	5	6	4	5	6	6	6	6	4	5	5	5	5	6
30	7	7	4	4	5	2	4	4	7	7	2	4	5	5	2	2	2	2	2	5
31	7	8	7	8	5	6	4	6	2	6	1	1	4	5	5	5	3	5	5	7
32	3	3	3	3	3	3	2	3	3	4	1	1	3	5	3	5	4	5	4	6
33	10	10	9	9	7	5	9	9	2	3	4	4	9	8	9	8	4	4	10	9
34	7	8	5	8	7	8	6	6	3	6	6	4	3	8	4	8	3	8	5	5
35	4	4	5	5	4	4	5	5	5	5	10	10	10	10	4	5	3	3	3	3
36	3	5	4	5	3	5	2	5	4	8	3	5	5	10	3	5	3	5	3	8
37	9	10	2	6	2	5	9	7	7	7	7	7	2	6	3	5	3	4	7	6
38	7	6	6	7	6	8	3	6	6	8	6	4	8	8	5	4	7	8	7	8
39	7	7	4	4	5	2	1	1	5	9	5	5	6	7	2	3	2	3	3	5
40	10	8	7	7	7	4	4	4	10	10	10	10	4	6	7	6	7	7	8	8
41	1	6	2	5	2	3	2	5	2	2	10	10	2	6	2	6	2	4	4	3
42	3	6	2	6	2	5	1	5	1	1	3	3	3	7	2	6	1	1	6	7
43	10	10	10	8	7	7	8	7	7	4	10	10	10	9	7	7	7	7	10	10
44	8	7	7	9	4	6	10	4	10	10	10	10	4	10	4	7	4	4	10	10
45	4	3	4	1	3	2	2	1	2	1	1	1	1	1	2	1	3	2	4	3
46	10	10	8	8	7	8	5	7	2	2	10	10	9	10	7	9	7	7	10	10
47	3	4	3	3	3	4	2	3	4	5	8	8	6	7	1	3	2	3	6	6
48	9	9	5	4	4	7	5	2	2	2	10	10	3	9	3	5	4	7	10	10
49	3	5	5	5	4	5	5	5	7	7	10	10	8	8	4	6	4	5	6	5
50	6	8	5	7	3	6	4	6	4	7	4	6	3	6	3	6	3	6	3	6

## 2.2. Detailed Domain Reading Analysis

The table below shows the outcomes breakdown across each domain for the 50 sampled Outcomes Stars shown in 2.1. Top three of outcome improvements (green) were made in the “Mental Health and Well-being” (62%), “Drugs and Alcohol” (60%) and “Managing Strong Feelings” (62%) areas.

There are also two different colours on the heatmap for the areas where the readings were identical: orange for the consistent, but rated 7 or above areas, and white for the areas with consistent readings, but ratings of 6 or below. The former presented most consistency in maintaining a high reading in the “Parenting and Caring” (42%) and “Accommodation”(22%) areas. The latter presented most consistency in maintaining a lower reading in the “Managing Strong Feelings” (22%) and “Friends and Community” (24%). It is interesting to note that compared to last year’s Report areas of interest and success have considerably shifted.

The highest number of mentees with a decline (red) in their Journey of Change presented in the “Friends and Community” area (20%) and the “Mental Health and Well-being” (18%) area.

### 2.2. Shine Outcomes Breakdown

	Accommodation	Living Skills and self-care	Mental health and well-being	Friends and Community	Relationships and family	Parenting and caring	Drugs and Alcohol	Positive Use of Time	Managing strong feelings	A crime-free life
<b>Improved</b>	29/58%	26/52%	31/62%	23/46%	24/48%	14/28%	30/60%	30/60%	31/62%	27/54%
<b>Stayed the same at a high level (7/more)</b>	11/22%	8/16%	4/8%	5/10%	10/20%	21/42%	9/18%	4/8%	5/10%	9/18%
<b>Stayed the same at a low level (6/less)</b>	8/16%	8/16%	6/12%	12/24%	8/16%	11/22%	7/14%	9/18%	11/22%	8/16%
<b>Got worse</b>	2/4%	8/16%	9/18%	10/20%	8/16%	4/8%	4/8%	7/14%	3/6%	6/12%
<b>Totals</b>	<b>50/100%</b>	<b>50/100%</b>	<b>50/100%</b>	<b>50/100%</b>	<b>50/100%</b>	<b>50/100%</b>	<b>50/100%</b>	<b>50/100%</b>	<b>50/100%</b>	<b>50/100%</b>

### 3. Shine Remand Prisoner Data 2018/2019

Month	All Prison Referrals	Remand Prisoner Referrals	Percentage of total
April 2018	63	32	51%
May	79	42	53%
June	61	27	44%
July	58	34	59%
August	64	35	55%
September	62	20	32%
October	50	16	32%
November	66	22	33%
December	45	21	47%
January 2019	47	24	51%
February	59	31	53%
March	40	24	62%
<b>Totals</b>	<b>694</b>	<b>328</b>	<b>47%</b>

*Comment – Remand prisoners continue to be a significant percentage – nearly 50% of all of those who refer to Shine in prisons.*

### 4. Shine Prisoner Referral Analysis (across all women's establishments)

All prisons - Outcomes	Apr 2018	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2019	Feb	Mar	Totals
Existing Mentee	12	12	11	30	15	16	14	12	13	14	13	4	<b>166</b>
Out of Custody	29	8	8	15	17	11	32	12	13	14	19	4	<b>182</b>
Refused	25	28	28	25	27	31	23	23	29	21	31	3	<b>294</b>
Signed Up	62	69	54	57	76	48	51	66	31	31	57	11	<b>613</b>
Signed up after Refusal	4	0	3	1	0	0	0	0	0	0	1	0	<b>9</b>
Too long left of sentence	3	4	5	17	8	9	11	6	1	2	3	25	<b>94</b>
Transferred CV & Polmont	1	0	0	2	4	0	4	3	0	0	0	1	<b>15</b>
Transferred Edinburgh	0	0	15	21	37	23	31	40	10	21	25	2	<b>225</b>
Transferred Grampian	0	0	0	3	3	2	2	3	0	0	0	1	<b>14</b>
Transferred Greenock	0	0	8	6	4	3	11	8	11	8	8	3	<b>70</b>
Unsuitable*	19	16	19	20	22	13	25	25	18	15	24	3	<b>219</b>
<b>Totals</b>	<b>155</b>	<b>137</b>	<b>151</b>	<b>197</b>	<b>213</b>	<b>156</b>	<b>204</b>	<b>198</b>	<b>126</b>	<b>126</b>	<b>181</b>	<b>57</b>	<b>1901</b>

*\*Unsuitable - This is generally due to severe mental health issues or other behavioural issues such as violence or aggressive behaviour but can also be length of sentence – sentenced to four years or more.*

## 5. Shine Prisoner Referral Analysis (Totals by individual women's establishments) 2018/2019

Referral Eligibility	Outcomes	Numbers	Totals	Sign up	% All prisons	% Cornton Vale/ Polmont	% Edinburgh	% Grampian	% Greenock
Eligible	Signed up; existing mentee	166							
	Signed up	613							
	Signed up after refusal	9							
	Refused	294		-294	27.2%	27.3%	26.4%	33.7%	21.8%
<b>Sub-total</b>		<b>1082</b>	<b>1082</b>						
<b>Total signed up</b>					<b>72.8%</b>	<b>72.7%</b>	<b>73.6%</b>	<b>66.3%</b>	<b>78.2%</b>
Not eligible	Out of custody	182							
	Too long left of sentence	94							
	Transferred	324							
	Unsuitable	219							
<b>Sub-total</b>		<b>819</b>	<b>819</b>						
<b>Total</b>			<b>1901</b>	<b>788</b>					

*Comment – Of all women admitted or serving a sentence in the five establishments accommodating women, totalling 1901 over the period, 1082 were eligible for Shine. Of those eligible, 788 signed up for Shine – 72% of those eligible, as an average across the establishments.*

## 6. Shine Overall Exit Analysis – 2018/2019

2018/2019	Prison		Community		Overall	
	Planned*	Unplanned	Planned*	Unplanned	Planned*	Unplanned
	200 (51%)	190 (49%)	47 (77%)	14 (23%)	247 (55%)	204 (45%)

\* Target 60%

*Comment – The exit analysis above shows exits for those cases referred during the 2018/19 year. These figures were extracted from Shine CMS.*

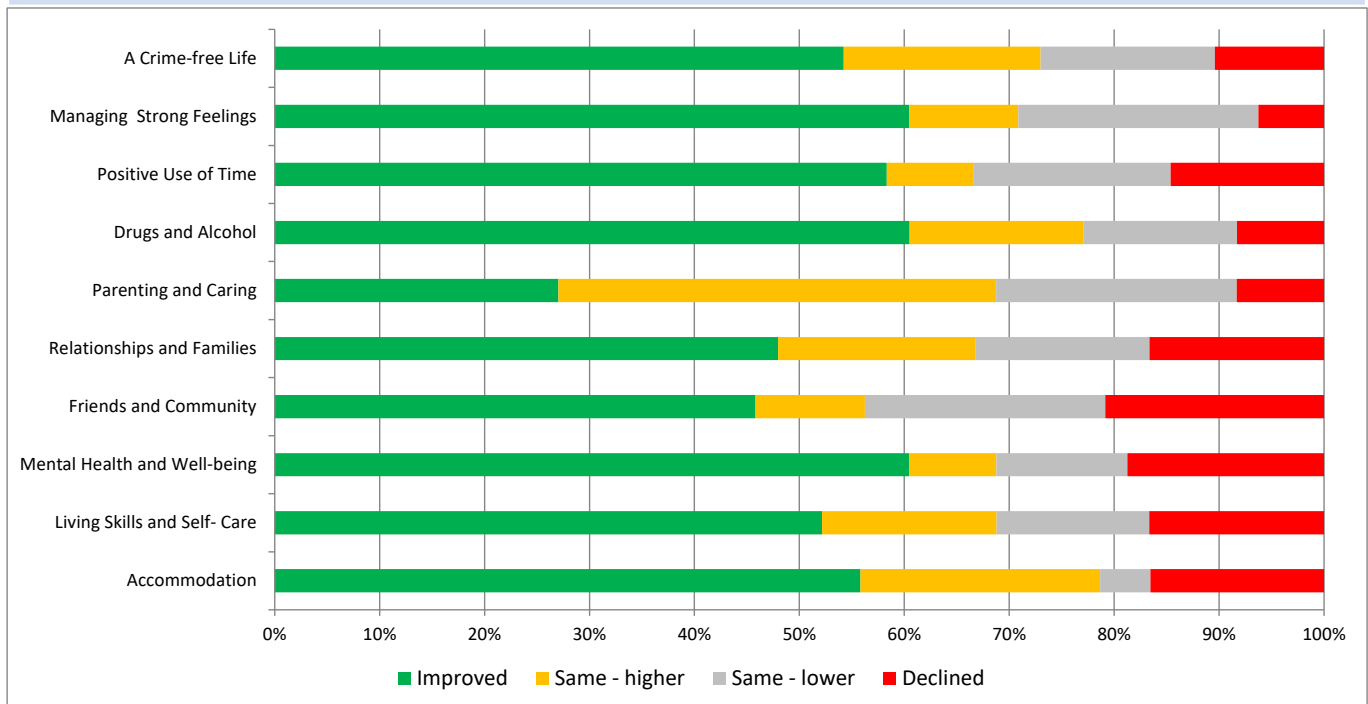
### 6.1. All cases since the beginning of the service (2013)

<b>Planned closure</b>	3006	75%*
<b>Unplanned closure</b>	1016	25%
<b>Sub-Total</b>	4022	
<b>Live</b>	374	
<b>Pending Closure</b>	60	
<b>Totals</b>	<b>4456</b>	

\* Target 60%

*Comment – The exit analysis above shows exits for those cases referred since the Shine service started in 2013. These figures were extracted from Shine CMS.*

## 7. Shine Outcomes Analysis



Based on the initial reading and a second reading happening 6-8 weeks later, the graph above illustrates how the 50 cases mentioned earlier (Section 2.1 – Outcomes Heat Map) have progressed on their Journey of Change. Mentors are continuously working with the mentees to minimise as much as possible the red and grey areas. The grey represents no change from a reading of 6 and below and the red where there is a decline. The yellow represents no change at a high level (7 or more).

## 8. Shine Prison and Community Referral Analysis - 2018/2019

Comment – The analysis of the community and prison referrals by local authority area (LA) show slight variances due to the number of different ways data is collected and is analysed. This is due, in part, to uncertainty of mentees destination on prison release. There may also be gaps in information e.g. a mentee is set to be returning to a specific LA, but wishes to relocate and has to wait for a decision. For those with “no fixed abode” status, LA might depend on accommodation availability as well.

Statistical and outcome data is collected by:

1. Prison and community referrals data – Prison-Based Champions & Community Justice Social Workers
2. Case Management System (Mentors and Shine Management Team)
3. Shine administration statistics – Shine admin

In 2018/2019, the ratio of prison to community referrals was approximately 5:1.

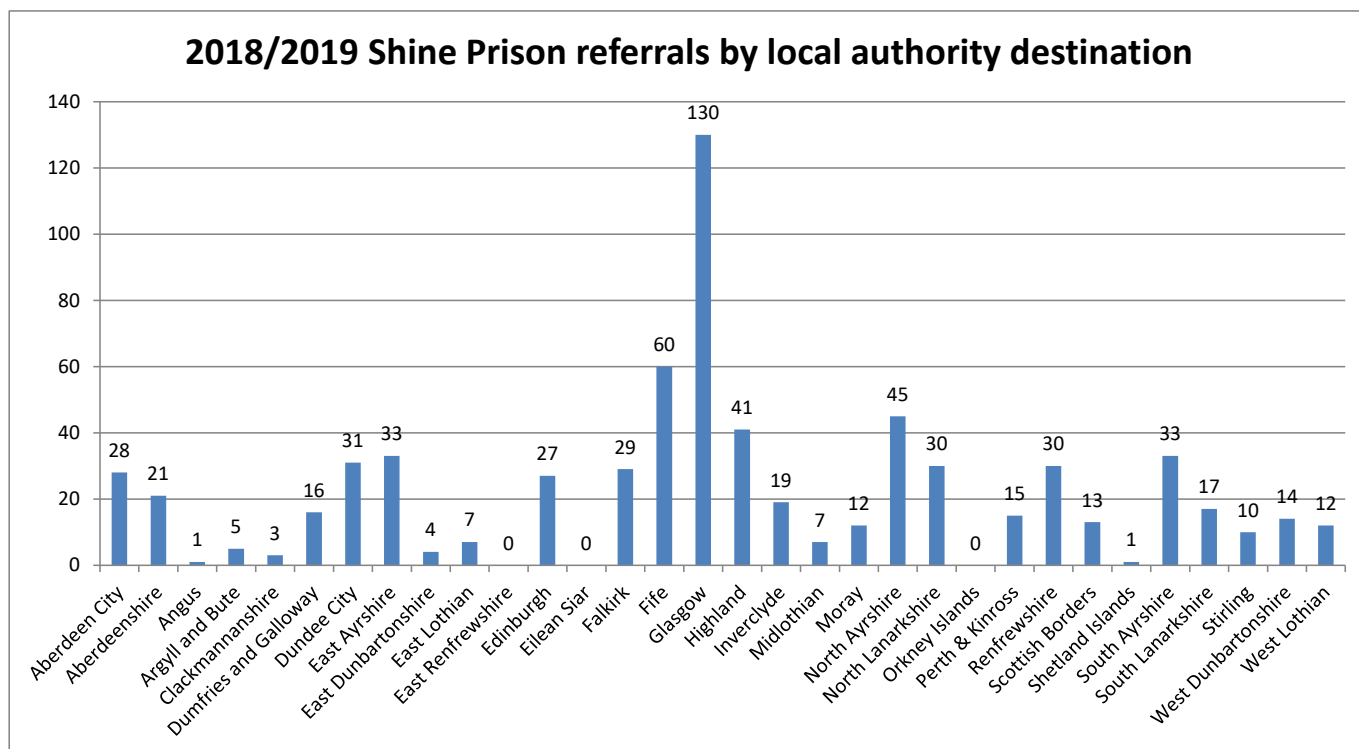
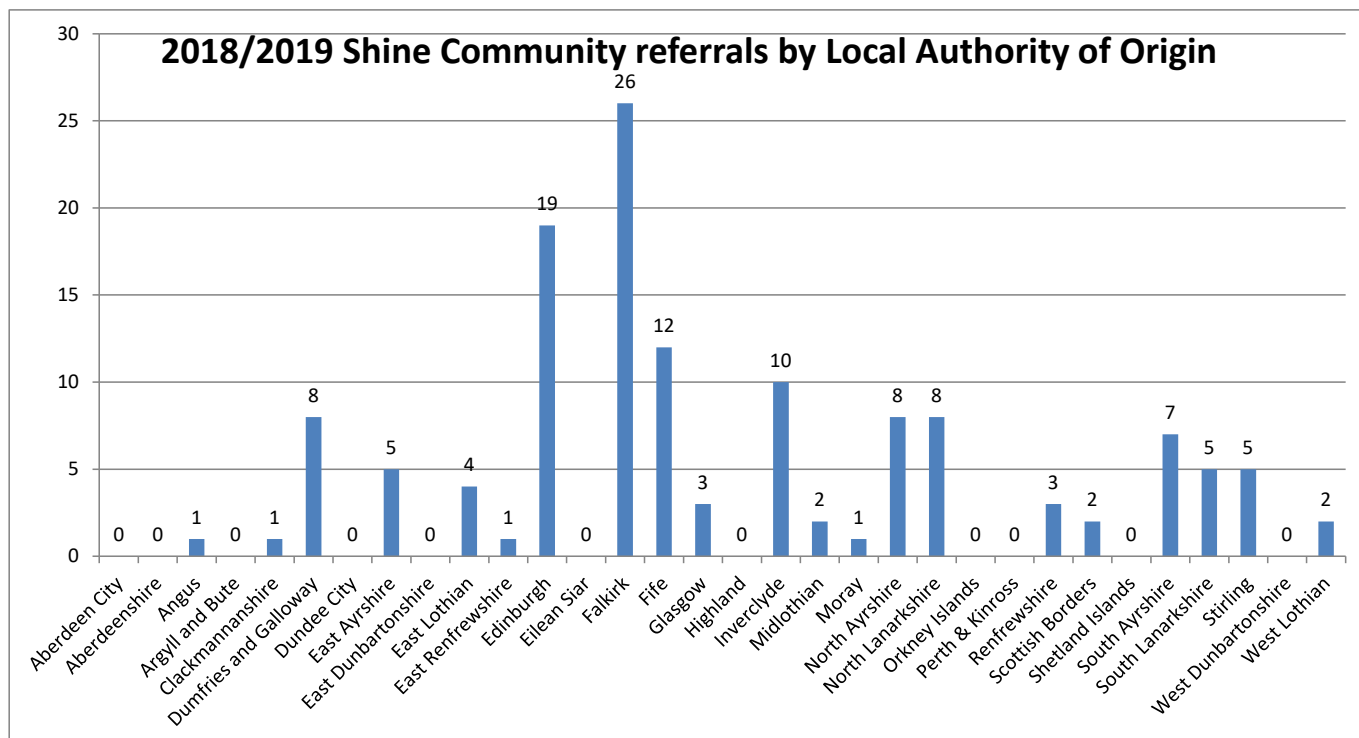
## 8. Community Referrals by Local Authority: 2018/2019

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	1	0	0	0	0	0	0	0	0	0	0	1
Argyll & Bute	0	0	0	0	0	0	0	0	0	0	0	0	0
Clackmannanshire	0	0	0	0	0	0	0	0	1	0	0	0	1
Dumfries & Galloway	1	1	2	0	2	0	0	0	0	0	2	0	8
Dundee City	0	0	0	0	0	0	0	0	0	0	0	0	0
East Ayrshire	2	1	1	1	0	0	0	0	0	0	0	0	5
East Dunbartonshire	0	0	0	0	0	0	0	0	0	0	0	0	0
East Lothian	0	0	0	1	0	0	1	1	0	0	0	1	4
East Renfrewshire	0	0	0	0	0	0	0	0	1	0	0	0	1
Edinburgh	1	0	4	0	0	0	5	3	0	3	1	2	19
Eilean Siar	0	0	0	0	0	0	0	0	0	0	0	0	0
Falkirk	6	1	1	3	1	0	2	1	1	1	5	4	26
Fife	2	1	3	1	0	1	0	2	0	1	0	1	12
Glasgow	1	0	0	1	0	0	0	1	0	0	0	0	3
Highland	0	0	0	0	0	0	0	0	0	0	0	0	0
Inverclyde	1	2	2	1	2	0	0	0	0	2	0	0	10
Midlothian	0	0	1	0	0	0	0	0	0	0	1	0	2
Moray	0	0	1	0	0	0	0	0	0	0	0	0	1
North Ayrshire	1	1	3	1	0	0	0	0	0	2	0	0	8
North Lanarkshire	1	0	0	2	2	0	0	3	0	0	0	0	8
Orkney Islands	0	0	0	0	0	0	0	0	0	0	0	0	0
Perth & Kinross	0	0	0	0	0	0	0	0	0	0	0	0	0
Renfrewshire	0	0	0	0	0	0	0	1	0	0	1	1	3
Scottish Borders	0	1	0	0	0	0	1	0	0	0	0	0	2
Shetland Islands	0	0	0	0	0	0	0	0	0	0	0	0	0
South Ayrshire	0	2	0	1	0	0	0	0	0	0	2	2	7
South Lanarkshire	0	0	0	0	1	2	0	0	0	1	1	0	5
Stirling	0	0	1	0	0	0	1	2	0	0	0	1	5
West Dunbartonshire	0	0	0	0	0	0	0	0	0	0	0	0	0
West Lothian	0	0	0	0	0	0	0	1	0	0	0	1	2
<b>Total by Month</b>	<b>16</b>	<b>11</b>	<b>19</b>	<b>12</b>	<b>8</b>	<b>3</b>	<b>10</b>	<b>15</b>	<b>3</b>	<b>10</b>	<b>13</b>	<b>13</b>	<b>133</b>



## 9. Prison Referrals by Local Authority: 2018/2019

Local Authority	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals by LA
Aberdeen City	2	3	2	5	3	2	0	3	2	4	1	1	28
Aberdeenshire	3	2	2	0	1	2	2	3	0	1	4	1	21
Angus	1	0	0	0	0	0	0	0	0	0	0	0	1
Argyll & Bute	0	1	1	0	1	1	0	0	1	0	0	0	5
Clackmannanshire	0	1	0	0	0	1	0	0	1	0	0	0	3
Dumfries & Galloway	1	2	0	2	3	2	0	0	1	1	4	0	16
Dundee City	2	3	2	4	1	3	3	3	4	2	1	3	31
East Ayrshire	4	5	4	2	1	2	3	5	1	3	3	0	33
East Dunbartonshire	0	0	0	0	0	1	0	0	1	1	1	0	4
East Lothian	1	1	1	0	0	0	0	1	1	0	1	1	7
East Renfrewshire	0	0	0	0	0	0	0	0	0	0	0	0	0
Edinburgh	3	7	0	1	4	2	2	1	0	3	2	2	27
Eilean Siar	0	0	0	0	0	0	0	0	0	0	0	0	0
Falkirk	1	2	1	2	1	3	6	2	1	3	3	4	29
Fife	7	5	3	2	7	6	4	9	4	6	2	5	60
Glasgow	12	20	18	7	18	11	6	6	9	5	14	4	130
Highland	3	3	5	6	2	5	4	4	3	3	1	2	41
Inverclyde	2	1	4	3	1	0	0	2	1	2	0	3	19
Midlothian	1	0	1	1	0	1	0	1	1	0	1	0	7
Moray	0	4	1	0	1	2	0	1	0	1	1	1	12
North Ayrshire	6	5	2	5	2	6	4	7	5	0	1	2	45
North Lanarkshire	4	2	2	3	4	1	4	3	2	2	3	0	30
Orkney Islands	0	0	0	0	0	0	0	0	0	0	0	0	0
Perth & Kinross	1	1	0	2	2	1	3	0	1	1	2	1	15
Renfrewshire	1	6	1	5	2	1	2	3	2	1	4	2	30
Scottish Borders	2	1	1	2	1	2	0	0	0	1	1	2	13
Shetland Islands	0	0	0	0	0	0	0	0	0	0	0	1	1
South Ayrshire	4	1	3	2	6	4	1	5	0	1	3	3	33
South Lanarkshire	0	1	1	1	0	3	2	2	1	2	3	1	17
Stirling	0	1	2	0	0	0	1	2	1	3	0	0	10
West Dunbartonshire	2	0	2	1	3	0	0	2	1	0	3	0	14
West Lothian	0	1	2	2	0	0	3	1	1	1	0	1	12
<b>Total by Month</b>	<b>63</b>	<b>79</b>	<b>61</b>	<b>58</b>	<b>64</b>	<b>62</b>	<b>50</b>	<b>66</b>	<b>45</b>	<b>47</b>	<b>59</b>	<b>40</b>	<b>694</b>



**Table 1: Prison Champions**

Partner	Mentor Allocation	Prison	Champions	Mentor Allocation Adjusted
A2I	3	HMP Edinburgh	0.4	1.6
		HMP Polmont	0.4	
		HMP Cornton Vale	0.6	
Wise Group	3	HMP Greenock	0.4	2.6
TPS	3.5	HMP Grampian	0.4	3.1
<b>Totals</b>	<b>9.5</b>		<b>2.2</b>	<b>7.3</b>

**Table 2: Shine Mentor/Case Ratios**

Organisation 2018/2019 <sup>1</sup>	Mentor Allocation <sup>2</sup>	Referrals	Open cases	Pending Closure	Closed Planned	Closed Unplanned	Unsuitable <sup>4</sup>	Ratio Cases to Mentor (avg.)
A2I	1.6	57	24	3	19	11	0	35.6
Apex	4	95	61	1	16	17	0	23.8
Barnardo's	4	146	53	5	56	32	0	36.5
Circle	2.5	35	20	0	7	8	0	14.0
Sacro	5.5	220	100	14	54	50	2	40.0
TPS	3.1	116	30	4	37	44	1	37.4
Wise Group	2.6	124	37	4	35	48	0	47.7
National <sup>3</sup>	0	34	15	0	14	3	2	n/a
<b>Totals</b>	<b>25.5</b>	<b>827</b>	<b>340</b>	<b>31</b>	<b>238</b>	<b>213</b>	<b>5</b>	

**Notes**

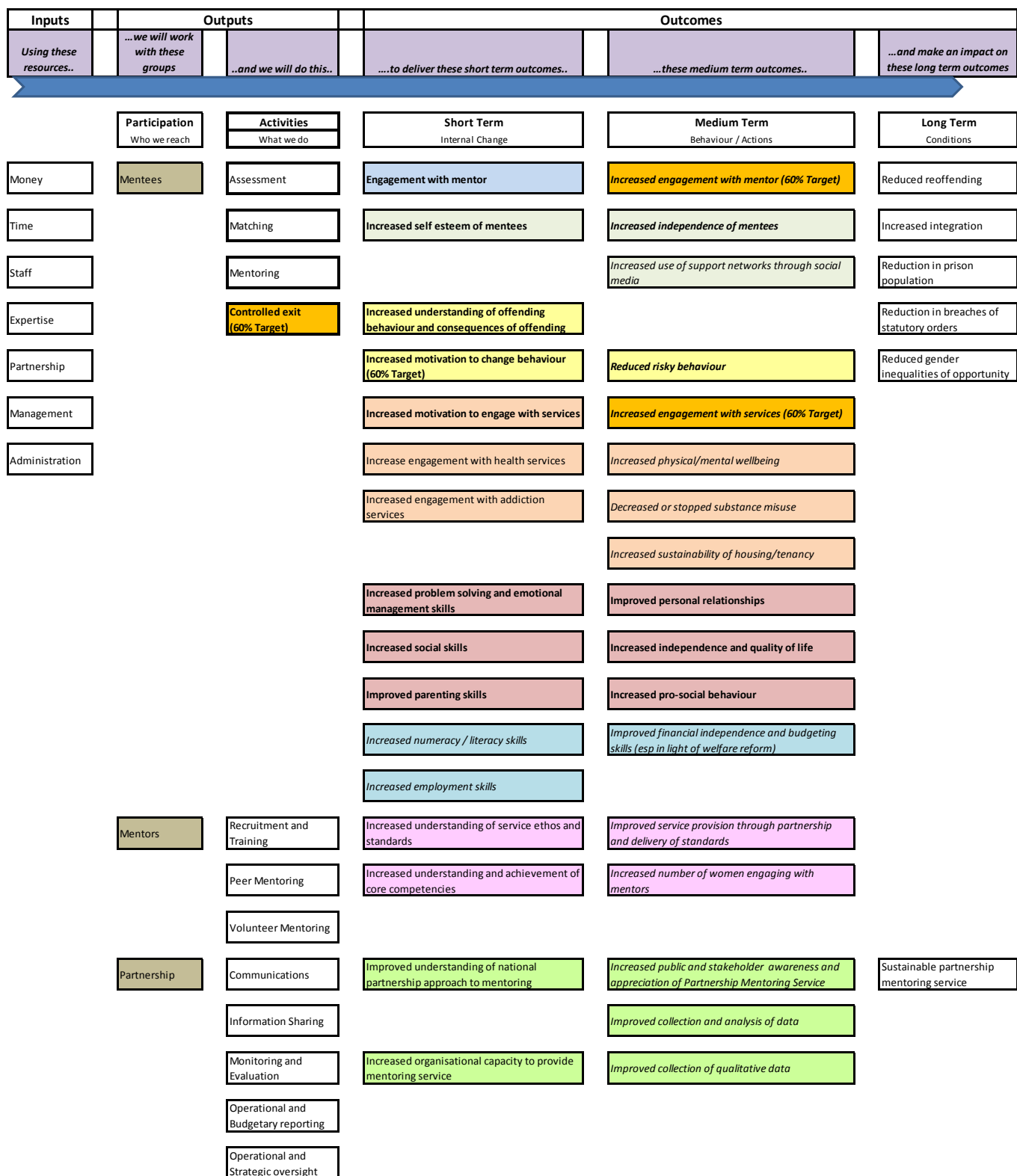
1. The figures shown were accurate on 01/04/2019 and will differ slightly from overall referrals as some of these have not yet been allocated to a mentor.

2. Three partners provide Prison-based Champions in the prison part time. These partners' mentor allocation is therefore adjusted to account for this in terms of expected caseload.

3. Unallocated or withdrawn.

4. Unsuitable - referral was not accepted due to the individual's suitability for Shine.

## Appendix B: Logic Model



## Appendix C: Financial Report

### Introduction

The total grant funding for the Shine PSP in 2018/2019 is £1,431k.

The 2018/19 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 2018/2019 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 2019.

### Financial Position as at 31 March 2019

The Shine PSP reports a breakeven position for 2018/2019, with total expenditure of £1,431k for the year as analysed in Table 1 below.

Table 1 also compares the total expenditure for 2018/2019 with the position reported for the previous financial year.

**Table 1: Expenditure Analysis**

Staff Costs	2018/2019 ACTUAL Expenditure £'000s	2017/2018 ACTUAL Expenditure £'000s
Mentors	789	773
Service Managers	118	118
Administrators	57	56
PSP Management/Coordination	40	40
Performance Officer	40	40
Project Administrator	25	25
Contribution to Project Support	30	30
<b>Total Staff Costs</b>	<b>1,099</b>	<b>1,082</b>
Non-Pay Costs	2018/2019 ACTUAL Expenditure £'000s	2017/2018 ACTUAL Expenditure £'000s
Travel Expenses	105	105
Recruitment	4	1
Administration Supplies	29	36
Telephones (incl. Mobiles and Lone Working)	14	11
Training Costs	21	23
Case Management – licence and support costs	42	79
Promotional Activities	1	8
Management Fee	116	95
<b>Total Non-Pay Costs</b>	<b>332</b>	<b>358</b>
<b>Total Expenditure</b>	<b>1,431</b>	<b>1,440</b>
<b>Annual Budget</b>	<b>1,431</b>	<b>1,431</b>
<b>(Over)/Underspend for the year</b>	<b>-</b>	<b>(9)</b>

## Mentors

Expenditure on mentors' salaries has averaged at £66k per month (2017/2018 £64k – 2%) for the 25.5 FTEs in post.

## 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 2018/2019 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	2018/2019 ACTUAL Expenditure £'000s	2017/2018 ACTUAL Expenditure £'000s
National PSP Management/Coordination	215	209
Access to Industry	138	138
Apex	195	193
Barnardo's	199	206
Circle	132	132
Sacro	255	255
Turning Point Scotland	132	136
Venture Trust	30	30
Wise Group	135	141
<b>Total Expenditure</b>	<b>1,431</b>	<b>1,440</b>

## 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	2018/2019 £'000s
Accommodation (£100 per week per FTE)	135
CPD (40 hours per Mentor)	7
Governance	27
PhD Internship – Women's Mentoring	20
<b>Support Infrastructure for Mentors:</b>	
Mediation/Accommodation	10
Children & Families	20
Employability	30
Addictions	10
<b>Total Benefits in Kind</b>	<b>259</b>

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 2019

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## Appendix D: Case Studies and Blog

### Case Study One

Donna\* was a young woman in her early 20s who was referred to Shine Women's Mentoring Service via the Prison-Based Champion. Donna was in prison as she had committed the offence of assault with severe injury.

#### Background

Donna was a vulnerable young woman who had linked with services sporadically throughout her childhood and into young adulthood. Donna had received a diagnosis of having a personality disorder, however did not have a full understanding of the impact of this. Donna unfortunately had a difficult childhood and as an adult had not been able to care for her own child who subsequently was accommodated with a family member.

#### Reason for referral

Donna was returning to her local area following liberation from prison, unfortunately Donna was presenting as homeless and required support from a mentor to proceed with this. Donna also wanted to link in with mental health support services to consider whether medication was available for her personality disorder diagnosis and to find out more about her diagnosis. Donna did not have her full benefit entitlement and also requested that she would like support with this. Sadly Donna was not able to care for her child and she wanted support with this to move towards having fulltime care.

#### Mentor - Mentee Relationship

Donna was allocated a mentor who met with her in prison for their initial introduction. This meeting went well and a gate pick up was arranged for Donna's liberation date. Again on the day of liberation the mentor – mentee relationship began to build and develop well. As Donna and her mentor began to work through her goals, using their outcomes framework to remain focused on their actions, Donna made positive progress. Donna was supported to apply for homeless accommodation. This process went well and during the period of working together Donna was supported into permanent accommodation. Donna's mentor was able to apply for a young person's grant and other funds in order to furnish Donna's home.

Donna was also linked in with mental health services as she struggled with her personality disorder. Donna would have periods of positive mental health and wellbeing and other times when she was unwell. During some of these periods Donna would become distant from her mentor and at times she would refuse the support. Fortunately, Donna's mentor had a good understanding of her condition and would know when to take a step back and also be emotionally resilient enough not to take



these periods personally and remain focused on Donna and her needs. During these times Donna also had poor physical health. She was supported to register in the first instance with her GP surgery and to attend routine appointments to receive appropriate treatment. These periods of ill health would understandably have an impact on Donna's mood and ability to remain motivated to work towards her goals. Again, Donna's mentor had a good understanding of this and found the right balance to offer support and also to step back when required. This was not a straightforward mentor-mentee relationship and took a lot of skill and thought to maintain this for both parties.

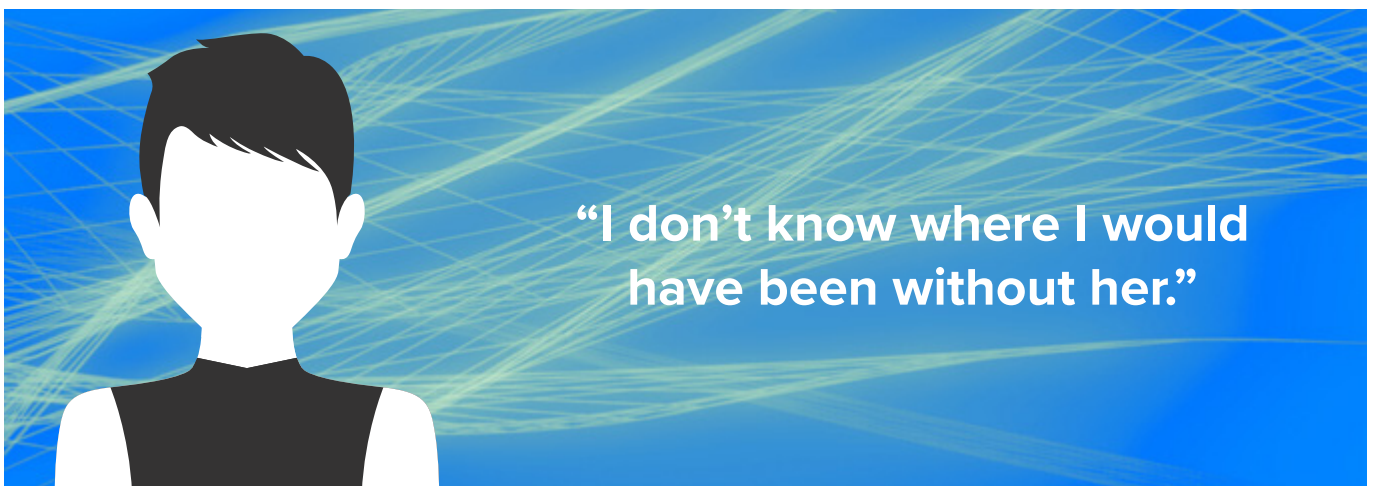
During this period Donna was supported to access all of the benefits that she was entitled to and this ensured that she was able to work with her own budget and ensure she paid all housing related costs, bought shopping and so on.

Donna was supported to build relationships with close family and to regain the care of her child. This was supported by family who were able to offer much support, guidance and respite when required. Donna worked hard during this time to engage with all appropriate services for her child.

### **Conclusion**

Donna was settled in her new home and had all the essentials required, Donna had reengaged with family supports. Donna engaged with mental health services and no longer required Shine services.

*[\*mentee name changed]*



## Case Study Two

This is in regard to a very positive experience I had with one of my mentees.

I had travelled to pick up Jane\* at the temporary homeless accommodation that she resides in. Jane and I then went to the Sheriff Court as she had to attend regarding a deferred sentence at 10am. I had typed a letter of support regarding Jane, outlining the support I was giving as her community mentor and the consistent engagement that I have had from her since she was liberated.

On arriving at court I met with Jane's lawyer and introduced myself and gave the letter of support. Her lawyer informed me she was hopeful that Jane would not receive a custodial sentence and would recommend a Community Payback Order (CPO) but could not guarantee this. After a short wait in Court, Jane was called. The Sheriff stated he had been given a very positive letter from Shine Women's Mentoring Service regarding Jane. He commended Jane on the positive steps she has taken since being liberated from Prison and stated that working with a mentor may be the turning point to her past history of re-offending.

Jane's lawyer suggested the Sheriff may consider the possibility of imposing a CPO as alternative to custody. The Sheriff, however, stated that he did not see the point of imposing another order as Jane was already working with the Shine service and he was satisfied and eager for this to continue. On asking how long Jane would be working with Shine, the lawyer – after consulting with myself as the mentor in Court – advised that the service would continue for a period of around six months. The Sheriff further deferred sentence, requesting a final report from Shine and encouraged Jane to continue with her excellent progress.

On leaving the court Jane expressed her delight at the outcome of her appearance and the opportunity to continue her work with Shine.

*[\*mentee name changed]*

## Blog: A Day in the Life of a Shine Mentor

Shine complements other Circle services working with families affected by imprisonment. I was allocated as Linda's\* Shine Mentor to help build her self-esteem and confidence and provide both practical and emotional support to address Linda's isolation within the community. I have supported Linda to develop her independence and quality of life by improving her social skills and motivation and working towards addressing a life free of offending.

I have worked with Linda on three occasions, she fully engaged when in prison and gate pick up the first two times, however there had been no community engagement. On the third occasion Linda continued to engage well with the service offered, making most planned meetings and accessing additional support when required. This reflects upon the Shine service that we do not give up on women and continue to offer support to women who haven't previously engaged.

At 9am this morning I was waiting at the prison for Linda to be released after serving a four-month custodial sentence. Over the past two months I have visited Linda four times to provide her with information about Shine and continued to build a relationship. On my last visit I completed a pre-release preparation plan with Linda where we discussed support I will provide once Linda is back out in the community. Linda appeared to be keen to engage upon release from prison. During the visit I agreed to complete a liberation day pick up and we completed the details of Linda's plan for release, which included housing, benefits, health issues and parenting support.

Once Linda was released she was feeling a bit anxious and overwhelmed with adjusting back into life within the community as well as excited to be out. I provided Linda with support to ensure she knew she wasn't alone and that I will be here with her through every step of the way. For many years Linda has been in and out of prison however this time she lost the support from her father, so found this sentence even more difficult. Linda reported that she was keen to break the cycle and work towards a life free of offending. In the past Linda has always asked the judge to give her a custodial sentence as she feels safe and secure in prison, however Linda has reported new motivation to get her life back on track and regain contact with her 14 year old son.

Firstly we discussed housing, Linda decided to stay with her boyfriend but I will support her to obtain her own tenancy in the same area. I then supported Linda to apply for Universal Credit; this was a daunting experience for Linda as she had never used a computer before and also had literacy issues. All claims for Universal Credit are now done online so for people who don't have access to a computer or find it challenging to use electronic devices this can be a barrier to them applying

for benefits. Once Linda's claim was set up we were able to arrange her face to face initial claim meeting for Monday.

Linda has a long history of drugs use and mental health problems however since being in prison she has remained abstinent from illicit drugs. Linda suffers from ADHD, Anxiety and is a Paranoid Schizophrenic, she was released with three days' prescribed medication however she was not provided with her ADHD medication due to the potential risks this may pose. I arranged and supported Linda to attend a doctor's appointment where she was given a prescription, referred to the Psychiatrist to manage her mental health within the community and got a medical certificate for her DWP appointment.

After Linda's doctor's appointment I took her shopping so she could buy food before dropping her back home. We discussed the risks of potential overdose if Linda relapses back to drug use and discussed a referral to the Substance Misuse Team who provide a support service to individuals with drug and alcohol addiction. Linda was reluctant to engage, however I explained that she would benefit from relapse prevention support. I arranged to visit Linda again on Monday and supported her to attend her initial Universal Credit appointment at the Job Centre.

*[\*mentee name changed]*

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



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