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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 2019 to 31 March 2020. This has been a particularly busy and challenging year for staff as they continue to support women across five prison establishments.

Shine staff and mentees continue to promote the Service by speaking at events and talking to women in the criminal justice system of the benefits of engaging with Shine. Women regularly tell their mentors how their self-confidence has increased, how they feel more comfortable about asking for help, and how they have built a more positive outlook for the future.

This report includes comments of mentees and staff. It reflects Shine's experiences throughout the year and actions taken to further improve the Service. Shine continues to work closely with partners nationally and locally including local authorities, Scottish Prison Service (SPS), Scottish Government's Community Justice Division, food banks, Department for Work and Pensions and health services.

During 2019/2020 Shine has:

- Delivered strong outcomes and engaged with more women presenting with multiple and complex needs;
- Further consolidated partnership working with statutory and local community organisations;
- Worked with Scottish Government and SPS to minimise disruption to the support offered to women following the suspension of SPS Throughcare Support Service;
- Continued to monitor the use of Shine's freephone number by women released and seeking support;
- Facilitated a series of bespoke learning and training workshops for staff;
- Continued engagement with a range of key partners in the justice system;
- Provided representation on the Parliamentary Cross-Party Group on Women's Justice and a number of regional 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, including existing and newly appointed mentors.

1.2. Improving our Service

Shine has continued to contribute nationally and locally to discussions of the challenges facing women in the criminal justice system, particularly those leaving prisons and accessing services. Mentors and mentees continue to report difficulties in accessing safe accommodation, lengthy delays before receipt of benefits and securing appropriate and timely treatment for complex physical and mental health.

Mentors regularly tell us of the views, suggestions and ideas from mentees, many of whom have 'lived experience' of not only the justice system but also of the care and children's hearing systems. Where possible, this information informs the Service's practice and policy.

The Programme and Project Boards continue to provide support to Shine in the strategic direction of the Service, maintenance of standards, delivery of Key Performance Indicators (KPIs) and outcomes. This support has been particularly significant in recent months, when Shine has been required to respond and adapt quickly to changing events, with the onset of the coronavirus pandemic.

In July 2019 SPS announced the suspension of the Throughcare Support Service with individual Throughcare Support Officers (TSOs) returning to residential duties in September of that year. This potentially reduced the level and type of support available to women during the transition period from custody to the community. The effect upon Shine will be detailed later in this report.

The United Kingdom emergency legislation and restrictions imposed as a result of coronavirus have had a profound impact on Shine. SPS withdrew access of non SPS staff all of the prison estate. The Service has been quick to respond, adapting both how referrals are received and how women in custody are supported. Following these restrictions, Shine has adapted procedures and processes in order to ensure the safety of staff and mentees.

Mentors are now contacting and supporting women almost exclusively by telephone and e-mail. Shine has made the difficult decision to temporarily suspend gate picks. In light of this suspension, Shine has instigated the production of tailored liberation packs. These packs include a mobile phone or top up card where required, basic toiletries and emergency contact details. Initial feedback from the women involved is that the packs, particularly the mobile phone, are a 'life-saver'.

Most statutory and voluntary services in the community, including the Department for Work and Pensions, housing and homelessness agencies and some health services are now operating primarily via the phone, with face-to-face contact provided by exception. Understandably, due to unprecedented demands, lengthy delays have become the norm, with vulnerable and frightened women experiencing much difficulty accessing some services.

Scottish Prison Service

As mentioned earlier, the SPS unexpectedly announced in July 2019 that they were reluctantly suspending the Throughcare Support Service and returning TSOs to residential duties across the estate as of 13th September 2019. Previously, Shine has worked collaboratively and, in some cases, jointly with the TSOs to provide support to women as they returned to their communities.

Following the decision, Shine proactively engaged with the Scottish Government to review the Service with the objective of creating additional capacity within existing resources. This additional capacity would be used within Shine to offer and engage with those women who had previously worked solely with TSO staff.

Shine undertook a thorough review of the Service and proposed revisions which would create some capacity, whilst causing minimal disruption to Service delivery. Shine robustly maintained the position that the Service would continue to be offered to women who had been remanded as they often present as the most vulnerable, least supported and most likely to

return to prison.

Following the acceptance of the proposed revisions, Shine has continued to offer the Service, ensuring it is offered to all eligible women.

As a result of the coronavirus, contact between SPS and Shine substantially increased, with discussions of how best the Service could continue to support women on release. The two services are working collaboratively and have reached agreed revised systems and processes to enable women leaving prison to have access to the mentoring and support service from Shine, as well as other essential services.

Shine continues to be represented at a national and local level in a variety of groups with a wide range of partners, alongside SPS, e.g. the development of a Community Custody Unit in Dundee, Glasgow Working Group on Women Offenders, Scottish Working Group on Women Offenders, Ayrshire Women's Whole Systems Group, and the sub group of the Drugs Death Task Force.

Prisoners (Control of Release) (Scotland) Act 2015

Shine has encouraged mentors to support women, using the above legislation, to be released up to 48 hours early where this would support their access to critical services in the community.

In the previous Annual Report, Shine highlighted the difficulties of using the legislation over the Christmas and New year period in 2018, as a result of the days when the public holidays occurred. Shine identified that similar difficulties would occur during the festive period in 2019 and as a result only one woman who was eligible was able to apply.

The current legislation allows SPS the discretion to bring forward the Earliest Liberation Date by no more than two days. Should the legislation be amended to two **working** days it would increase the potential for its greater use.

2. Our Resources

2.1. Staffing

The commitment and dedication of Shine staff continues to be one of the Service's greatest assets. Staff regularly tell us how much they enjoy their work, despite the challenges that they face. It is not unusual for mentors to say "if I'm feeling overwhelmed how must my mentee be feeling?"

It is considered that perhaps our earlier work around the impact of vicarious trauma and importance of wellbeing has encouraged mentors to speak more freely. They talk about the impact on themselves of dealing with complex mental health cases, together with increased concerns surrounding self-harm and the suicidal thoughts of some of their mentees. Several have spoken of an apparent increase and severity of domestic abuse, and how best they can support and help mentees to stay safe.

Shine continues to provide the Prison Based Champion (PBC) role in each of the five prisons accommodating women. These posts are essential to the delivery of Shine as they identify women who are eligible, offer them the Service and take an initial referral. This referral highlights the key issues requiring attention as identified by the women themselves. Without exception, PBCs tell us that many women find it difficult and painful to talk about their children, and some do not disclose for fear of their children being statutorily removed from them because of their current circumstances. Despite this, women often tell the PBC or mentor that she is "the first person to listen to me".

PBCs continue to be the single point of contact for SPS staff and mentors. They have all developed excellent relationships with SPS residential and specialist staff.

During 2019-20 Shine has experienced a significant turnover of staff, at a rate higher than in previous years. Faced with this, together with an increase in sickness levels, Shine partners have shown flexibility, working together to minimise the impact of absences and the recruitment and induction of new staff. Despite this, these challenges have had an impact, necessitating delays in the allocation of cases in some geographical areas.

2.2. Resource planning

The Scottish Government has confirmed the funding grant for 2020-21, albeit with no increase in the grant on the previous years' allocations. This will present significant challenges for Shine partners who face increased staff and delivery costs. With women being dispersed across the prison estate it is now common for women from a specific geographical area (e.g. Ayrshire) to be accommodated in each of the four central belt prisons. This presents logistical challenges alongside increased resource costs.

As highlighted in previous reports, the level of staffing provides the minimum resource to deliver the Service across five prisons and 29 mainland local authority areas. There is little resilience, other than partner and staff goodwill, to provide contingency when unplanned absences or vacancies arise.

Shine recognises resources are finite. Where local demands present significant challenges, the advice and support provided by the Boards and individual partners is welcome and valued. Shine is privileged to have staff who demonstrate continuously their willingness to go the "extra mile" and develop creative solutions to unexpected situations. This can be best demonstrated by the support of staff following two events during this year. Firstly, the suspension of the Throughcare Support Service and again, during the unprecedented early days of the coronavirus pandemic and the resulting suspension of face-to-face contact and access to women held in custody. Every request to Shine staff has been met with a host of volunteers, for example in delivering liberation packs to prisons or shopping for items to fill these packs. The adaptability of staff and support from them has been very welcome.

2.3. Training and Awareness

Training delivery has been reviewed in response to an increased staff turnover, advances in the Shine Case Management System and the introduction of digital transformation within the lead partner's organisation. Shine has issued all staff with electronic netbooks, modular training is planned and will be delivered to ensure all staff are able to maximise the use of the new technology. This use of technology has indeed proved invaluable recently, with staff moving to working from home.

Other training includes “What is Mentoring” for new mentors, and a workshop on the role of a mentor within the court setting. This latter workshop was designed since mentors are increasingly supporting women in court, providing reports for the woman both via their solicitor and at times in court to Sheriffs. These training modules were designed and first delivered in 2018-19. We have recently surveyed staff in preparation for delivering training on domestic abuse, in order to meet their needs.

A series of workshops is planned for 2020-21 with Shine partners actively participating in their delivery.

2.4. Capacity

As highlighted in previous reports, Shine continues to maintain and develop relationships with a wide range of statutory and voluntary community organisations.

Mentors have developed considerable knowledge of local resources, with many supporting women to apply for grants from national or women-specific charities. This local knowledge and the personal contacts mentors have developed with other services has proven invaluable, enabling mentees, at times, to ‘fast-track’ applications. This knowledge has been in great demand since the beginning of the coronavirus pandemic, when most if not all community-based services closed their offices and moved to phone-only service provision. The loss of face-to-face contact, with the opportunity for mentors to advocate or support women in interviews, was devastating for women.

2.5. Shine Partner profile

The Shine Partnership continues to be supportive and committed to delivering a quality service for women in the justice system.

Sacro's CEO and Programme Board chair retired in March 2020 with the new CEO taking up post on 30 March. She has already affirmed her support of Shine and has participated in a series of online meetings to discuss how Shine will continue to deliver a person-centred service and support very vulnerable women in these unprecedented times.

The coronavirus pandemic has required all the Shine partners to review and revise how the Service is delivered. Collaboration, commitment and support towards each other and staff is very evident and welcomed by all.

2.6. Venture Trust

Venture Trust has been a core partner in the Shine Women's Mentoring Service from the outset, delivering the Next Steps programme to women who are referred from Shine mentors in need of the intensive support provided by this wilderness-based personal development programme.

Shine aims to refer a target of 20 women to participate in the Next Steps programme annually.

During 2019-20

- 16 women have been referred to Venture Trust
- 9 have engaged with the assessment phase
- 4 have taken part in the residential programme
 - 3 completed the 5-day residential wilderness programme
 - 1 woman took part in the 10-day Living Wild programme

Since October 2013 Shine has referred

- 192 women
 - 135 have engaged with community support
 - 81 have participated in the residential wilderness programme

The Venture Trust has developed a range of progression opportunities and although primarily a personal and social development programme, Next Steps continues to deliver excellent outcomes, supporting participants to progress to employment, education, training or volunteering.

Since April 2014

- 40 women taking part in the wilderness residential phase have progressed to positive destinations.

These represent very significant steps for women on their journey towards long-term stability.

2.7. Partner engagement

Shine partners demonstrate their commitment and support to the further development of the Service, with the Boards providing scrutiny, direction and support to staff.

Over the years positive and trusting relationships have developed and are evident amongst Shine's partners, which encourages open dialogue and discussions at all levels, from mentors to the boards. Collaborative working is evidenced with mentors supporting each other, where appropriate co-working cases and offering to cover posts during unplanned absences.

The Programme and Project Boards continue to be well attended with representatives from Scottish Government and SPS. The boards provide an opportunity to highlight best practice and identify issues that require further exploration, for example, changes to the Service following suspension of SPS TSOs.

3. Funding (See Appendix C: financial report)

3.1. Benefits in kind

Shine partners, alongside our partners within SPS, local authority Justice Services and a range of other community resources, continue to provide mentors and PBC access to resources essential to offer women the services of Shine. Significantly, this includes non-recovery of property costs across all partners.

Shine is well integrated with other services in many areas across the country. One example is a Shine mentor in Tayside who is based with other Third Sector partners within the Justice Team in Dundee. This enables a greater co-ordination of appointments and a holistic approach to the support for women. Shine mentors also access a range of resources from within their own organisation.

4. Activities

4.1. Delivery of Change

Shine continues to engage with many statutory and voluntary organisations, ensuring up to date information is available for mentors. This allows them to provide the most appropriate support, advice and assistance to mentees.

We have seen considerable change in the PBC staff throughout this year. Staff in this group have moved on to other posts, returned from maternity leave or have had periods of long-term medical absence. Shine staff and colleagues within the SPS have supported new members of staff adjust to the prison environment and deliver Shine.

HMP Cornton Vale

The prison is currently being rebuilt to become the National Facility and Assessment Centre. As a result, the population has been significantly reduced. The prison continues to admit all women from courts across Scotland apart from those from Courts in the North East of Scotland. Women are then transferred to HMP Edinburgh, Greenock or Polmont, often depending on vacancies which means women from geographical areas are dispersed across the whole Estate. The average population in Cornton Vale is around 100. The PBC operates from the Link Centre where she has developed excellent collaborative relationships with staff.

The Governor of Cornton Vale is also the SPS lead for the Women's Estate including the development of the two Community Custody Units.

HMP Edinburgh

HMP Edinburgh is a mixed prison with Ratho Hall able to accommodate 100 women. The PBC is based on the Hall and in the Link Centre. Due to staffing issues this post has been temporarily covered from within Shine. SPS staff have provided excellent support to the new member of staff which has enabled her to quickly assimilate into the role.

In 2019 Shine began working with a social landlord in Edinburgh for the provision of safe and secure accommodation for a small number of people

leaving HMP Edinburgh. Shine's role was to provide the mentoring support to the relevant women. Progress was made, however this work has been suspended due to coronavirus.

HMP Grampian

HMP Grampian is a mixed community-facing prison which admits men and women from the North East of Scotland and the Islands.

Banff Hall can accommodate 50 women and is rarely below full capacity. The Shine PBC is based in the Hall and all mentors from the region have security clearance and can visit women in the unit.

HMP Greenock

HMP Greenock is a mixed prison with Darroch Hall able to accommodate 56 women. Greenock predominately accommodates individuals from the west of Scotland, although due to pressure on the prison estate, women from the lowlands and central belt are also accommodated. The PBC operates mainly from the Links Centre and can access women in the residential unit.

HMP YOI Polmont

HMP YOI Polmont was the national male young offender prison for Scotland. Blair Hall now accommodates women following the decision to rebuild Cornton Vale. Blair Hall can accommodate 100 women including separate facilities for young women. The PBC is based in the Activities Centre and also covers Cornton Vale.

4.2. Justice Committee and visiting committees

Shine hosted a visit from the Scottish Sentencing Council to which Sandy Cameron, chair of the Sacro Board, attended. Members were interested to learn about the work of Shine, how women can access intensive support and mentoring and the positive outcomes achieved by these women.

Throughout the year Shine has given presentations to events hosted by Scottish Government, Social Work Scotland, DWP and several local authority Justice and Community Safety committees.

4.3. Service Delivery

Confirmation from the Scottish Government in March of this year that funding was continued for the financial year 2020-21 was welcomed. Shine recognises that the allocation of a year on year budget creates concerns for staff and that a 'flat line grant' brings a range of challenges for Shine managers.

To meet the challenges and logistics of delivering the Service, Shine has invested in new digital technology and provided all staff with a netbook. This equipment allows for greater efficiency, enabling mentors to spend more time supporting women.

The equipment and support systems have proved invaluable during March 2020 when coronavirus restrictions were imposed. It has allowed staff and managers to hold meetings online and develop a range of online supports that staff can access. These supports help reduce feelings of isolation and increase a sense of normality and fun. This is important as mentors have reported an increase in the frequency, duration and complexity of phone contact with very vulnerable and distressed women, struggling to access services that are experiencing unprecedented levels of demand.

The profile of women engaging with Shine remains as in previous years; endemic poverty, poor health, addictions, domestic and sexual abuse and exploitation along with unsafe accommodation. Against this background the progress made by women is remarkable. Progress is not linear, but rather on a continuum; some women not trusting themselves or ready to make changes, whilst others 'grab the opportunities offered with both hands' and change their lives substantially.

Shine has revised the Operational Guidance and Standards to reflect changes in delivery arising from suspension of TSOs and coronavirus.

Shine is committed to review with managers and mentors the impact of coronavirus on the wellbeing of staff, the impact of imposed changes on the delivery of the Service together with lessons learned, trends and key issues. This learning and key issues will need to be highlighted and discussed across the Justice and Community Safety communities.

A total of 705 referrals have been made to Shine during the year, against a target of 720. There has been a reduction in prison referrals and a slight increase in those from the community. Whilst Shine will undertake more detailed analysis it seems too early to attribute these changes to the implementation of the Presumption Against Short Sentences (PASS). Regional variation continues across both prison and community referrals and Shine will use the findings of the analysis to inform changes and promotion of the Service with justice colleagues.

Challenges

Challenges identified in previous reports sadly continue to be real life experiences for women in the justice system. However, some areas have seen progress, albeit often slow and variable across Scotland.

Addictions and the continuation of medication during and post release remains an issue in some areas. Shine will analyse the Significant Incident Reports submitted during the year, to identify any trends and bring findings to the attention of the Programme Board for discussion and further action. Significant Incident Reports are completed by mentors after being notified of a mentee incident, these may cover a range of events including sudden death, suicide or suicide attempt.

As previously identified, prison referrals from some geographical areas - Ayrshire, Glasgow, Highland and Fife - continue to remain high. Shine will analyse data and have discussions and agree actions with partners in those areas.

Community referrals have slightly increased during this period, while variations across local authorities remain. Shine remains committed to promoting greater use of the Service with women on Community Payback Orders, however, within current resources, this is not realistic should prison referrals remain high.

The lack of proof of identification is a major barrier for some women supported by Shine, preventing them from opening a bank account and receiving benefits. The production of the necessary identification has been severely hampered by the restrictions imposed due to coronavirus. Shine is working with other agencies to seek a resolution to this issue and to prevent vulnerable women being placed in high risk situations.

Mentors are potentially at risk of vicarious trauma. The implications of the coronavirus restrictions have further exacerbated this risk and managers are aware of the additional support needs facing all staff.

Many mentees continue to find difficulty in accessing benefits quickly when they are released from prison.

Accessing safe and secure accommodation continues to be a challenge in some areas.

Successes

It would be easy to say too many to count, however, that is the reality mentors and mentees share during their engagement with Shine.

For mentees, successes include:

- Believing in themselves, their strengths and abilities;
- Resuming parental care of children;
- Deciding to leave abusive relationships;
- Getting their own safe home;
- Engaging for the first time with staff from other services;
- Choosing to reduce use of alcohol and drugs;
- Getting exercise and becoming fitter;
- Enrolling on an educational/vocational course;
- Getting a job.

From an organisational perspective, successes over this reporting period include:

- The sharing of resources, strengths and expertise across the Shine Partnership;
- Having a group of mentors who go the extra mile, who are solution focussed;
- Managers' 'can do' approach when the Service is challenged by external changes, e.g. coronavirus;

- The rollout of new netbooks, enabling staff to work more efficiently;
- The consistent use of Outcomes Star™ as the primary means of assessment, providing a practical, holistic tool for both mentor and mentee. Shine's use of Outcomes Star™ is providing a growing data set, available for performance reporting and analysis;
- An improved analysis of data, with findings used to inform Service delivery.

4.4. Communications

Shine recognises the importance of effective communications, both internally and externally. Systems are in place to facilitate good communications, ranging from weekly bulletins for mentors to access by members of the public to board papers on the Shine website. Throughout March 2020 the level of information distributed to managers and mentors quadrupled, due to coronavirus. While appreciating that some mentors may have been overwhelmed, the overall feedback was that the information was essential and helpful.

The rollout of netbooks has enabled and encouraged staff to maintain contact with colleagues.

Use of the Freephone Number has increased and enabled the Service to be offered to more women.

All mentors use the Email a Prison Service (EMAP) to initiate and maintain contact with women in prison. Following discussions with SPS, women are now offered the opportunity to reply to EMAP contact across the prison estate.

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

During this reporting period and following discussions at Shine Programme Board, electronic netbooks have been rolled out to all Shine mentors. This technology gives Shine staff the capability to update CMS remotely rather than needing to return to their office. The feedback from mentors has been very positive.

Improving Performance – Case Recording Compliance

Compliance checks are now carried out on a monthly basis, 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 for a more detailed analysis of outputs and outcomes.

Outcomes Monitoring and Evaluation

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 drop in the number of referrals to the Service when compared to the previous reporting period 2018/2019: from 827 to 706. When comparing the two reporting periods, prison referrals have decreased from 694 to 540, with remand decreasing from 328 to 258. The overall percentage of remand prisoners compared to all prisoners stayed the same at 47% for 2019/20.

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

There was an increase in the number of community referrals from 136 in 2018/2019 to 166.

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 | 01/04/2019 to 31/03/2020 | Comment |
|-----------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---|
| Referrals | 680/720 ¹ | 724/720 ¹ | 756/720 ¹ | 838/720 ¹ | 756/720 ¹ | 827/720 ¹ | 706/720 ¹ | Referrals down from previous year |
| Planned Exits | 188 (37%) | 286 (50%) | 254 ² (49%) | 272 ² (46%) | 165 ² (53%) | 247 ^{2, 4} (55%) | 221/(61%) | See Table 2 |
| Unplanned exits | 317 | 205 | 260 | 320 | 148 | 204 | 143 | See Table 2 |
| FTE mentors | 24 | 24 | 25.5 | 25.5 | 25.5 | 25.5 | 25.5 | Prison champions increased in 2015/2016 |
| Mentees engaged | n/a | 281 | 206 ³ | 292 ³ | 357 ³ | 281 ³ | 272 ³ | As at 31/03/2020 |
| Ratio mentees/mentors | 28.3 | 30.1 | 31.5 | 32.8 | 30 | 32.4 | 27.7 | A decrease 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 onemonth.
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 2019/20. 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 2019/20. Unplanned exists, 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 remains as highlighted in previous reports, although the level of mental health concerns appears to have increased. The implications of childhood and adult trauma are evident in the levels of addiction, abuse, exploitation and high-risk behaviours presented by some of the women.

It should not therefore be a surprise that with these experiences many women are unable rather than unwilling to engage with services, particularly statutory services with power to impose sanction and withhold resources.

Shine is aware that not all women who agree to a referral are ready to engage or can feel threatened by kindness and care shown by mentors. Mentors display perseverance while respecting the woman's right to decline or disengage from Shine.

Sadly, during the year, several women who were engaging with the Service have died as a result of underlying health conditions, accidental overdoses or suicide. Colleagues' support of mentors at such times is essential and reinforces the caring approach that underpins Shine.

Mentors work tirelessly with other service providers to enable women to access essential resources including accommodation, health, benefits as well as supporting them to attend vital appointments including appearing at Courts.

Staff across Shine will go the extra mile which will on occasions extend their working hours.

5.2 Disengagement from Shine

As highlighted earlier in this report, mentors balance proactively encouraging women to engage whilst respecting their decision to decline the service or disengage. Mentors highlight that disengagement is often triggered by practical issues such as loss of phone or no credit, changing address or drug use.

A common response from women who have re-engaged or agreed to a new referral is that '.... they were not ready' or '.....there was too much else going on'.

Table 2: Planned/unplanned case closure analysis

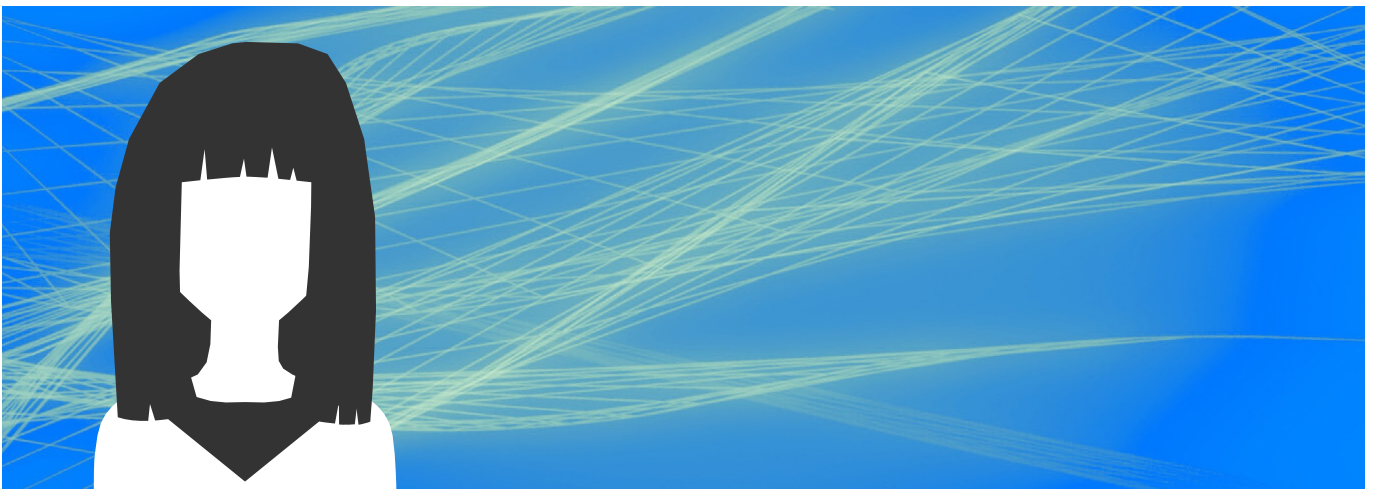
All cases since the beginning of the service*

| | | |
|-------------------|-------------|-------------|
| Planned closure | 3538 | 73%* |
| Unplanned closure | 1294 | 27% |
| Live | 365 | |
| Pending Closure | 29 | |
| Totals | 5226 | |

* As at 31/03/2020

Table 3: Overall Referral KPIs 2019/2020

| KPIs | Report Period | Actual | Comment |
|---|-------------------------------|-----------------------------|--|
| 1. 25.5 FTE Mentors in place | 1 April 2019 to 31 March 2020 | 24/25.5 FTE ¹ | |
| 2. Each Mentor will work with 15 Mentees per 6-month period (avg. 2.5per month) | 1 April 2019 to 31 March 2020 | 98% | Average at 2.45 per month per mentor (target 2.5) ² |
| 3. Shine will work with 720 referrals per annum (avg. 60 per month) | 1 April 2019 to 31 March 2020 | 98% (target 720 actual 706) | Averaging at 59 referrals per month (target 60) |



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.

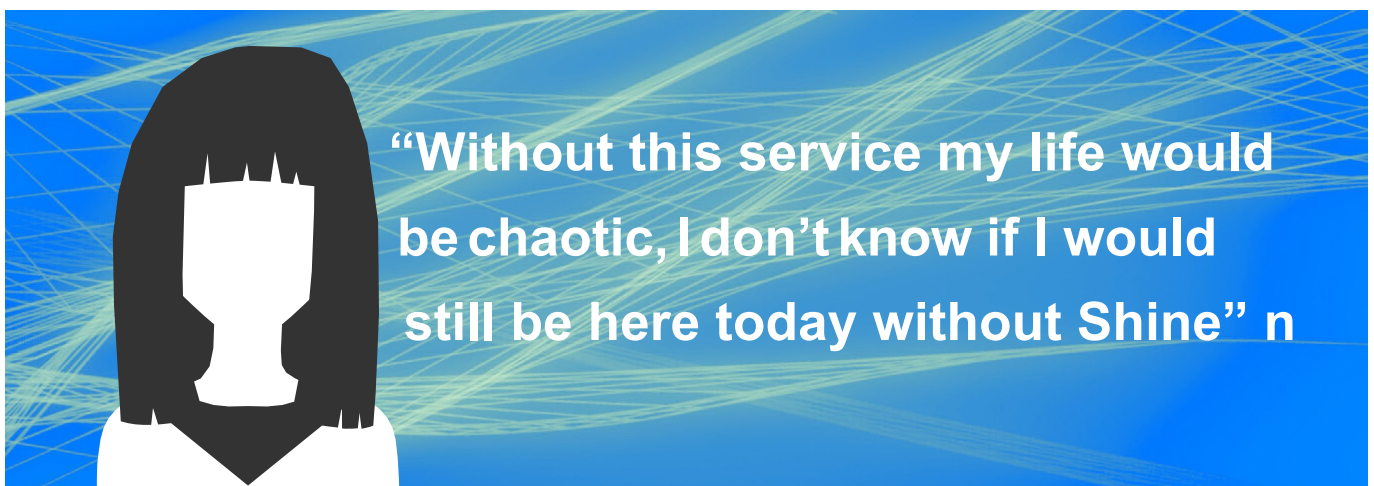
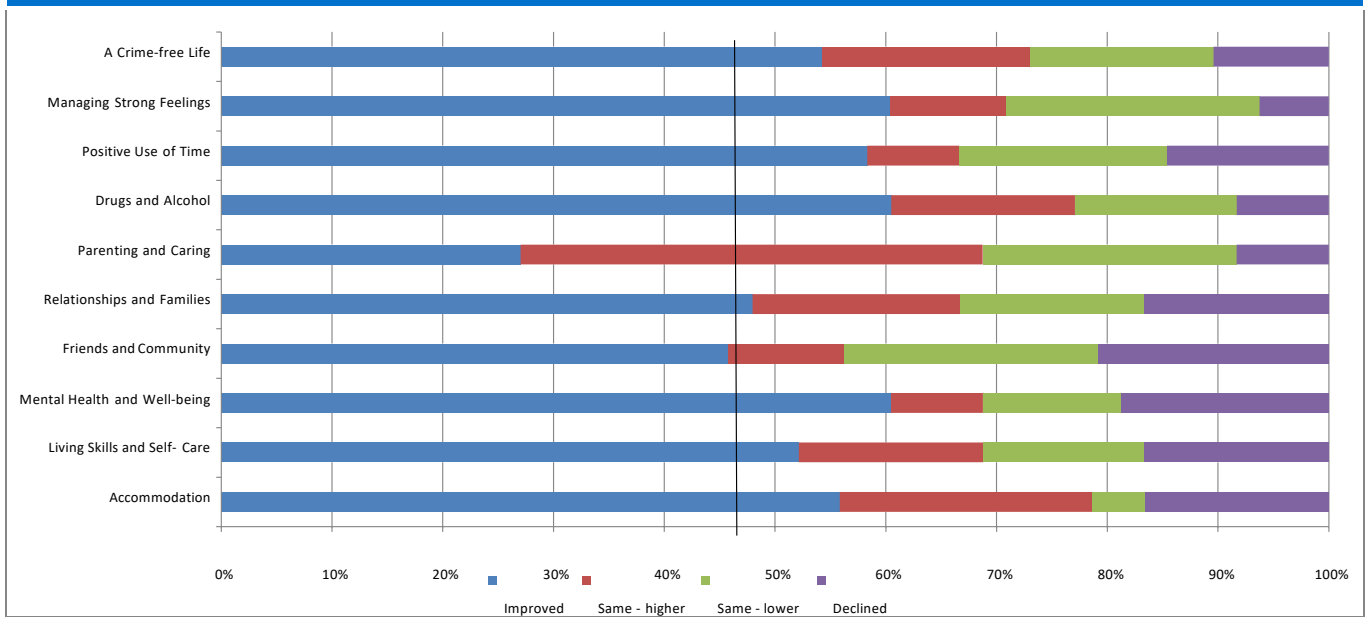


Table 4: Justice Star Outcomes Mapping

For a cohort of 50 random Shine cases



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.

| Justice Star | First Visit | Second Visit | Change |
|---|-------------|--------------|---------------------|
| Overall Mean Reading Scores | 52% | 57% | 5% |
| Individual Domain Improvements (max 10) | Frequency | Distribution | Percentage of Cases |
| 10 | 9 | 9 | 9% |
| 9 or more | 4 | 13 | 13% |
| 8 or more | 8 | 21 | 21% |
| 7 or more | 3 | 24 | 24% |
| 6 or more | 4 | 28 | 28% |
| 5 or more | 9 | 37 | 37% |
| 4 or more | 7 | 44 | 44% |
| 3 or more | 6 | 50 | 50% |
| 2 or more | 8 | 58 | 58% |
| 1 or more | 7 | 65 | 65% |
| 0 | 35 | 100 | 100% |

13% of service users will see nine or more outcome improvements.

37% of service users will see five or more outcome improvements.

65% of service users will see one outcome improvement.

7. The next 12 months and beyond

7.1 Priorities for Action:

Consult:

- With partners, stakeholders, staff and mentees as part of the potential future commissioning/procurement of the Service.

Review:

- The impact of coronavirus upon both service delivery and the mentee experience of Shine;
- Analysis of data to inform future decisions and directions of Shine;
- The usage and benefits of remote access to CMS;
- Learning from video conferencing and embed into practice guidance where appropriate.

Deliver:

- A range of training, to assist staff development across Shine;
- Performance reports to improve Service delivery.

Contribute:

- To Scottish Government and SPS initiatives;
- To the development of SPS Community Custody Units;
- To several standing committees within the justice system.

7.2 Changes to make going forward:

Proposed future developments include:

- Explore feasibility of creating a social platform for mentors to contact others, reducing isolation;
- Improving links with Department for Work and Pensions;
- A new platform for Shine mentors to access and share resources (Sharepoint) ;

8. Summary

Shine is a partnership of eight third sector organisations who collaboratively have delivered an intensive and person-centred mentoring service to women in the Justice System since 2013.

The Service has endeavoured to learn from staff and mentees when implementing changes to improve the service offered to women. The staffing and reporting structure, together with the culture of collaboration within Shine, enables discussions, learning and decisions to be informed from strategical, tactical and operational levels.

The development of Shine was one of the responses to the recommendations of the Commission on Women Offenders and Shine works with other initiatives arising from the same Report, to improve services offered to women across the justice system.

Shine believes in encouraging, enabling and empowering the women who engage with the Service.

Mentors are the cornerstone of Shine, their care and commitment to the women who engage with the Service is outstanding. Their strength is their individuality, varied life experiences, sense of purpose, persistence and humour. The Operational Guidance and Standards provides a framework to support a consistent approach across all delivery partners.

Since its inception the Shine service has been offered to over 3100 women. Women who choose to engage have made changes in their lives; some have made substantial changes, others more modest, and some have chosen that the time was not right for them to change.

The number of referrals supports the need for a Shine service. The number of women who engage and make positive changes in their lives reinforces the necessity of Shine.

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



In partnership with the Scottish Government.

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