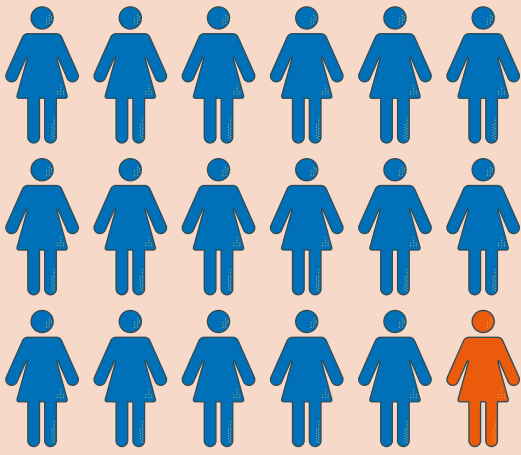




Annual Review

2022/2023



17 out of 18 women

described their experiences with a Shine mentor as 'very good', with the remaining one describing it as 'good'

Strengths

Stakeholders were strongly positive about Shine

A majority
(35 of 50 respondents)
rated Shine as
Very Positive

70%

And
(13 of 50 respondents)
rated Shine as
Somewhat Positive

26%

They highlighted:

- > Shine's positive impact on women
- > Effective Delivery
- > Responsive, supportive and holistic approach of mentors.

Women supported by Shine said the service had provided:

- > Positive, trusting relationships
- > Emotional and practical assistance
- > Life-changing support

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The first 10 years

Creating a successful national partnership to deliver a local service for women in the justice system.

Developing an approach to 1:1 support and evolving to be an accessible, impactful service in prison and the community.

Areas of ongoing development

Listening to and hearing from women – incorporating their voices into the understanding and development of the service

Gathering stories of Shine's support and impact to better understand its full impact on women's lives and wider society

Communicating publicly about the effectiveness of Shine's support

Building an understanding of Shine and integrating a trauma-informed approach to its work

Establishing and securing local partner relationships to embed Shine in the community

Building on national partner relationships to maximise the skills and experience available

Stabilising and supporting the mentor team

The next phase

Connecting and communicating more with women, and local and national partners

Developing the most effective, person-centred mentoring support possible, in the throughcare and community support of women in the justice system

1. Introduction

1.1. What is Shine

The Shine Women's Mentoring Service launched in 2013 as a national service for women in the justice system. Established as a Public Social Partnership, Shine is funded by the Scottish Government and delivered by eight third-sector organisations, which work in partnership with Scottish Prison Service and Criminal Justice Social Work departments. Shine mentors establish relationships with women at different stages of involvement in the justice system. Support is available to women serving short-term prison sentences as well as those on remand or with a Community Payback Order (CPO) or Drug Treatment and Testing Orders (DTTO). Engagement with Shine is voluntary, and it has evolved over a decade of delivery in response to changes in the justice system and sentencing procedures.

Many of the women Shine supports have multiple issues, including a background of trauma, domestic violence, addiction and mental health problems, and they typically have little positive support in their lives. As a result, person-centred and trauma-informed practices are at the heart of the Shine mentoring approach.



"I would have found life more stressful. I was stressed enough as it was, and I think would have found it even harder... it has helped make me stronger... **it has brought me a long way from where I was**"

(Shine Mentee)

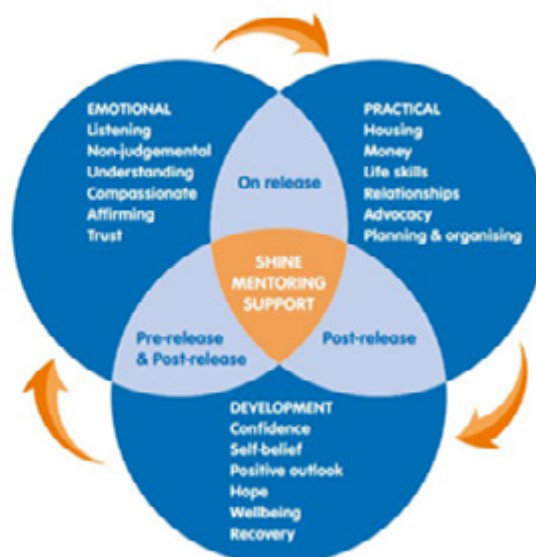
1.2 The Mentoring Approach

Mentoring is a way of helping and supporting people in achieving their goals. Shine provides women with a mentor who will provide person-centred support on a one-to-one basis with many of the issues they might face in the community. A Shine mentor will discuss any issues the woman may have before participation with the programme. This is done in prison, prior to release or in the community, dependent on the point of referral.

The ten features of person-centred mentoring

What person-centred mentoring sounds like

- I care about you – you matter
- I will adapt how I support you when things change for you
- I am listening to you
- I will stand up for you and support you to be heard
- I am here with you if things go wrong
- I will cheer with you when things go well
- I am interested in your past, present and future
- Together we will try to look ahead, be hopeful, and think about good choices
- You can talk to me about anything you want to (or you can choose not to) – either way I won't judge you
- Tell me what you feel is most important to you... I'll try to help you with that and I'll introduce you to others who can help



Shine mentoring is focused on establishing trusting, non-judgmental relationships with women with experience of the justice system, responding to the individual's diverse needs, both practical and emotional. Mentors support women to feel empowered to make effective decisions for a positive future.

As well as listening and providing encouragement, mentors support women to engage with universal and specialist services. Shine is flexible enough to offer practical, emotional and developmental support at any stage of the mentoring relationship and women who have provided feedback on their experience with Shine often describe working with their mentor as helpful, supportive, encouraging and effective.

Through building trusting relationships, mentors also support mentees to attend vital appointments in the community such as accessing housing support or GP services and attending court appearances. Shine mentors strive to work in partnership with wider services and are frequently involved in multi-agency discussions and case management reviews to support positive outcomes for mentees.



"She was really kind, compassionate, caring, honest, transparent, which is important. She listened, was available to talk – tried to help me in any way possible."

(Shine Mentee)

Case Study

Laura is a female who has a long history of drug addiction and was the victim of a serious sexual assault during the Covid-19 pandemic. As a result of the traumatic event, Laura's drug use increased and following reoffending, she served a short-term sentence in prison.

On release, Laura began working with her Shine Mentor Ruth and they very quickly built a positive relationship. Laura was open and honest about her drug use and the incident that occurred. During a period of poor mental health, Laura spent time in a mental health ward and Ruth visited her, together they agreed that Ruth would accompany Laura to her upcoming court case so that she had support and wasn't alone. Unfortunately, the court appearance caused severe distress and worsening mental health. Ruth was able to advocate on Laura's behalf and worked alongside the Procurator Fiscal, Victim Information and Advice (VIA) and Police to ensure Laura was supported to have a virtual court appearance from hospital, with Ruth at her side.

Since then, Laura has been discharged from hospital and is now residing in supported accommodation, having abstained from drug use for over a month. She has engaged well with Shine and mental health services and is actively attending a course in the community that is focused on building a positive future. Laura's justice social worker contacted Ruth to share that this positive progress has been captured in the court report and importantly, Laura stated that she is proud of herself.

Mentor training & support

Mentor development remains a critical operational priority to ensure consistency of the national service and suitable training and support in the role. As such, quarterly mentor development sessions have been held throughout 2022/2023, with a commitment to at least one in-person session. Mentor development days are focused on knowledge sharing, reinforcement of best practice, relationship building and peer support.



1.3 An evolving service

Shine has developed in a changing context, most recently adapting to Covid-19 restrictions with a hybrid form of digital and face-to-face support and providing liberation packs for women being released from prison. Changes in justice procedures have resulted in more women serving sentences in the community, and this is an important area of future development for Shine to maximise its local and national potential.

External factors such as the 'Cost-of-Living Crisis' and long-term implications from the Covid-19 pandemic have impacted the lives of the women that Shine supports and as a result, many cases are increasingly complex. In many instances, women require intensive support extending beyond the six-month duration and partnership working is critical to ensure comprehensive and holistic support is provided.

Time in prison can have significant and enduring effects on women, spanning physical and mental wellbeing, housing, relationships with children and families, and employability. On release, these factors can contribute to poverty, debt and homelessness. Women's circumstances and needs are more significant since the pandemic and cost of living crisis, with more debt and financial issues and an increased need for benefits and foodbank support.

2. Impact & Performance

2.1 Referral Trends:

Women can be referred to Shine through multiple referral pathways including prison and community partners (criminal justice social workers, health professionals, third-sector organisations involved in the women's support), as well as through self-referrals.

In 2022/2023, Shine supported 484 referrals, with 358 prison and 126 community. This was a 12% increase in community referrals and 10% decrease in prison referrals, compared to 2021-2022. Positively, community referrals have increased annually for the last three years.

For the third year, remand referral figures are higher than that of sentenced referral figures, with 220 remand referrals (61%).

2.2 Outcomes:

Shine strives to meet short and medium-term outcomes as defined in the service logic model, relating to engagement with mentoring and attitude, motivation and behaviour changes, and long-term outcomes such as reduced offending, increased integration and reduction in the prison population.

Outcome 2022/2023 Data		
At least 60% of women who engage with the service in Prison will continue to engage following their release	Medium Term	80%
At least 60% of women who engage with the service in the community will achieve improved motivation	Short Term	48.3%
At least 60% of women who engage with the service in the community will achieve an agreed level of contact with other services and agencies	Medium Term	43.4%
At least 60% of women who engage with the service in the community will progress to a planned exit* from the service.	Activity	69.2%

**Planned exits are agreed between the mentor and mentee, whereas unplanned exits are not pre-organised and may be due to non-engagement with the service or return to custody*



"A lot of the time, Shine is the only service women engage with to start with; therefore Shine plays a vital role in their journey."

(Mentor)

Journey of Change

Shine uses the Justice Star version of the Outcome Star™ tool to measure the journey of change for women supported by the service. Mentors work alongside the mentee to complete an initial reading on the star against the different domains including accommodation, drugs and alcohol and managing strong feelings. From this baseline, change can be captured when the exercise is repeated.

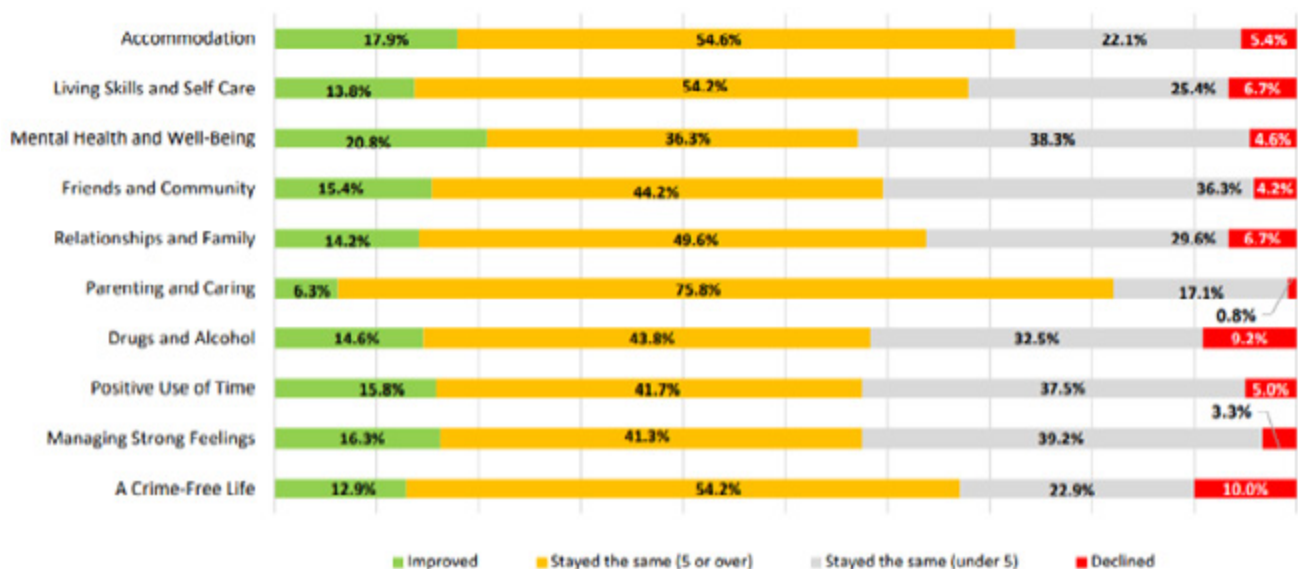
From a sample of 240 cases:

The five outcome areas (domains) that showed the most positive improvements in 2022/2023* are:

1. Mental health & wellbeing (20.8%)
2. Accommodation (17.9%)
3. Managing strong feelings (16.3%)
4. Positive Use of Time (15.8%)
5. Friends & Community (15.4%)

The five outcome areas that showed the highest decline in 2022/2023* are:

1. A crime free life (10%)
2. Drugs & Alcohol (9.2%)
3. Relationships & Family (6.7%)
4. Living skills & Self Care (6.7%)
5. Accommodation (5%)



*Journey of change measured from a sample of 240 cases, with two or more Outcome Star™ readings.

It is worth noting that progress towards outcomes is intrinsically linked to external, systemic factors such as availability of, and access to, adequate housing or mental health support. Additionally, mentors work within a challenging environment where onward referrals to other agencies may have high waiting lists and limited resources.

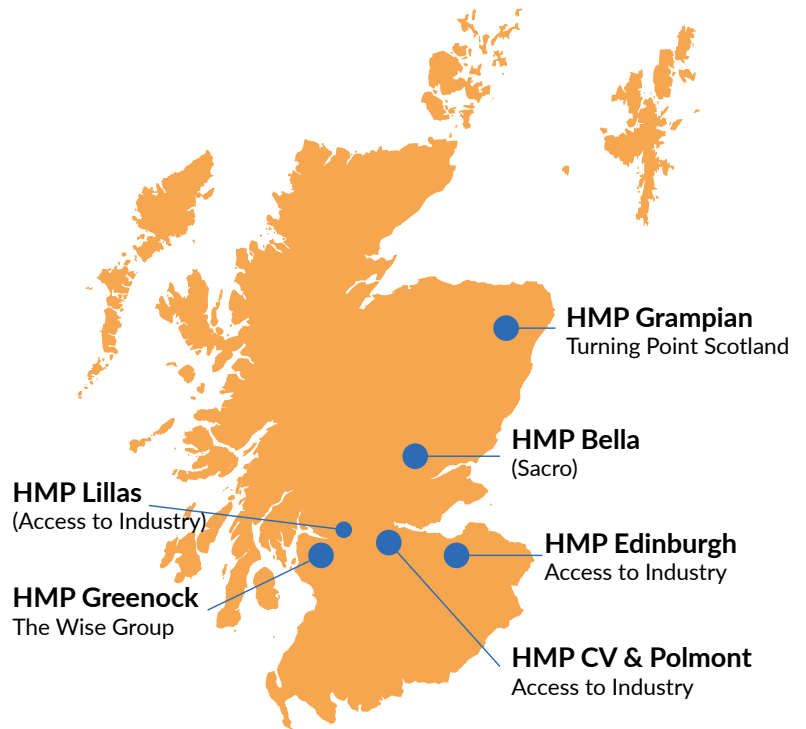
In parallel with completing an Outcome Star™, mentors work with mentees to identify suitable goals which are documented in a live action plan. Throughout the duration of the mentor and mentee working relationship, the action plan is reviewed, and steps are taken to work towards achieving these goals, with progress captured in case note recordings.

Journey of change examples:

1. This case showed an increase from a first reading score of 5 in the Drugs & Alcohol section of the Outcomes Star™ and a gradual increase over the following readings completed with their mentor. The final reading was scored at 9 in this area, and it was documented within case notes that the mentee is engaged in recovery programmes for addiction and attends recovery meetings.
2. This case highlighted improvements across all 10 life areas defined in the Outcomes Star™. All scores rose from mid ranges 5 or 6 to a final reading score of 10. Case notes provided a detailed explanation by the mentor of the mentee's successful engagement with the Shine service and a planned closure due to her abstinence from substance misuse, significantly improved mental state and support from psychiatry for this and ability to lead an independent life. Case note documentation provides a strong evidence base that supports the positive change in reading scores.

2.3 Partnership Delivery and Case Management

Shine delivers a national service, providing support to women across Scotland and working closely with each of the prison establishments accommodating women. As a Public Social Partnership (PSP), Shine is delivered by eight third-sector partner organisations across different localities and the model matches mentees to mentors who operate within their community area. Additionally, Shine has Prison-based Champions (PBCs) who are embedded within the prison establishment. PBCs are an essential role, providing a single point of contact for SPS staff and community mentors, meeting women at the point of entry to prison and undertaking an initial referral assessment.



Partner Organisation	Mentor Resource	Referrals	Open cases	Pending Closure	Closed Planned	Closed Unplanned	Case to mentor ratio avg.
Access to Industry	2.4	34	25	0	8	1	10.1
Apex	4	84	51	2	6	25	12.8
Barnardo's	4	91	56	3	25	7	14
Circle	2.5	28	16	0	6	6	6.4
Sacro	5.1	148	75	10	35	27	14.7
Turning Point Scotland	3.1	60	23	2	18	17	7.4
The Wise Group	2.6	38	27	11	0	0	10.4
National*	0	2	1	0	0	0	0

*Note National cases are those which are in the process of being assigned

Variance across partner caseloads can be a result of the geographical area in which they operate and the volume of referrals received as well as the complexity of cases.

Open (Live to date)	274
Closed planned	98
Closed unplanned	83
Pending closure	29
Total	484

2.4 Venture Trust Participation

As a member of the Shine PSP, Venture Trust provides spaces for women to attend personal development and experiential learning programmes that focus on rehabilitation and reducing reoffending. The programmes facilitate learning in the outdoors within local communities and the Scottish wilderness; utilising the outdoors as a catalyst for conversation, reflection and change.

In 2022/2023 there were 23 referrals from Shine to Venture Trust. 17 women engaged between the assessment phase and Phase 3, with two women going on to complete a Wilderness Journey. One participant referred by their Shine Mentor has completed the Change Cycle employability programme and has since secured employment.



2.5 Shine Impact Assessment

2023 marks 10 years of Shine service and to recognise the significant impact of a decade of delivery, an independent impact assessment was commissioned in January 2023, to gather independent evidence on Shine's achievements and to explore stakeholder perspectives on the project's successes, impact, challenges and considerations for future development.

Throughout Q4 of 2022/2023, The Lines Between researchers gathered views from mentees, mentors, Shine Project and Programme Board members and wider community partners. Stakeholders contributed to a survey, focus group sessions and in-depth interviews, providing 94 different engagements. The research analysis is due for completion in April 23, with publication and a 10-year anniversary celebration scheduled for May 2023.

This research is conducted in the context of transition within criminal justice services and potential changes in the procurement of voluntary mentoring for women leaving prison or on remand. A review of existing arrangements and proposals for future arrangements around service provision and funding is underway by Community Justice Scotland (CJS).



3. Shine Resources

3.1 Funding

3.1.1 Core Funding

2022/2023 grant funding for Shine remained unchanged from the previous seven years of service, with total budget allocation set at £1,431,000. Staff and non-pay costs were distributed as below:

Analysis of Annual Budget		
Staff Costs	2022/2023 FTE	2022/2023 £'000s
Partnership Manager	1.00	40
Performance Officer	1.00	40
Project Administrator	1.00	25
Mentors	25.50	807
Service Managers	2.20	121
Service Administrators	2.20	60
Contribution to Project Support	-	30
Total Staff Costs	32.90	1,123
Non-Pay Costs		
Travel Expenses		80
Recruitment		1
Administration		41
Telephones (incl. Mobiles)		20
Training Costs		23
Case Management – licence and support costs		16
Promotional Activities		1
Management Fee		126
Total Non-Pay Costs		308
Annual Budget	32.90	1,431

3.1.2 Service development & additional funding

Whilst the core Shine service is funded by Scottish Government, Shine has sought additional funds to support service development and innovation. In the 2022/2023 period, additional funding was secured to continue delivering the Shining-On volunteer pilot project and Digital Lifelines funding to enable provision of technology to mentees.

Shining-On

Shining-On received funding from Delivering Equally Safe in Oct 21 to deliver a two-year pilot project, which would gather evidence on the efficacy of a volunteer-led offering, complimentary to Shine, for women in the Forth Valley area. Funding was successfully granted at £41,491.80 p/a.

In 2022/2023 the project experienced staff turnover and a new Volunteer Development Coordinator (VDC) was recruited in August 2022 and the project progressed with volunteer recruitment and training as well as service design. In February 2022, the Volunteer Development Coordinator departed Shine and the existing part-time Project Support Coordinator transitioned to the full-time VDC role. Change requests were submitted and approved by funders, Delivering Equally Safe.

In Q4 of 2022/2023, following recruitment and embedding of a new Shine Partnerships Manager and Sacro Director of Justice, support was provided to the new VDC and a future vision for Shining On was agreed. Progress continued with volunteers successfully completing the PVG process and mandatory training. Existing Shine Mentors in the Forth Valley area partnered with volunteers to provide shadowing opportunities with Shine mentees. Feedback gathered from this process was strongly positive:

The project enables women coming to the end of their six-month support from Shine to gain additional transitional support from a volunteer. Delivering Equally Safe have extended the fund until 2025 and Shining On has successfully confirmed funding for the 2023/2024 period which will enable the pilot project to continue developing and for volunteers to be matched with mentees for continued support.



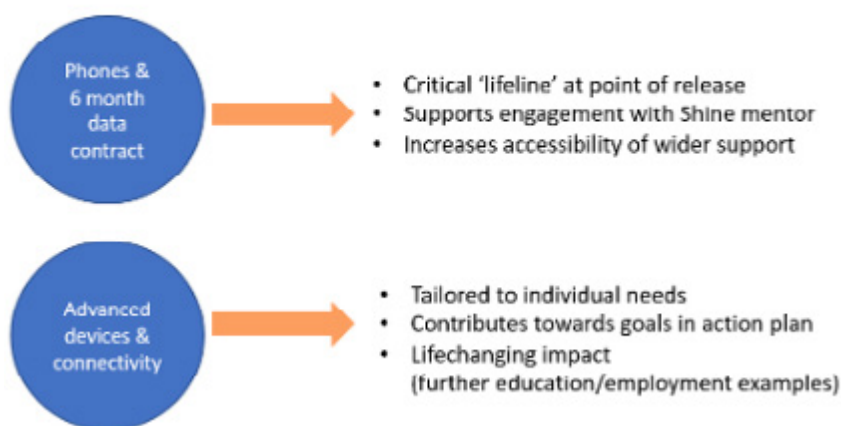
"I have enjoyed meeting the women and understanding them as a person rather than their crimes. I enjoy interacting with them and creating a bond and working within the different environments for shadowing...I was able to visit The Bella unit in Dundee... which allows for integration back into the community gradually, I also had a shadowing opportunity to attend court with a woman and was able to shadow a prison visit."



Digital Lifelines

Shine's journey through the pandemic highlighted the depths of digital poverty women experienced. In 2021 Shine was successful in being awarded £85,000 from the Digital Lifelines Scotland fund, to be used to provide women with smart technology with connectivity, increasing access to services as well as empowering them to build their independence.

Digital Lifelines Support



In 2022/2023, £15,364 was spent on advanced devices, including tablets, laptops and iPads. These devices were distributed to mentees at the request of the mentor, once a need had been identified and goals had been set – for example to be used to study for a college course or to support employment.

In addition to more advanced technology, Shine provides smartphones for women engaged with the service. Shine phones were introduced in response to the Covid-19

Case Study

Jane received a tablet device with the ambition to complete a construction course with Edinburgh College, with support from partner organisation, Access to Industry. The tablet enabled Jane to apply for the course and to complete modules and assessments. She has successfully received certification and has since enrolled in a Data Science course with Edinburgh College. Having access to the device supported Jane's reintegration and progress towards goals for a positive future.

pandemic to increase connectivity between the mentee and mentor, and to support access to essential services. Whilst restrictions have ended, phones continue to be available to support women where a genuine need has been identified.

Phone provider, EE, have kindly gifted smartphone handsets to Shine, and the Digital Lifelines fund is utilised to provide data contracts for up to six months. In 2022/2023, £39,636.00 was spent on providing phone contracts for Shine mentees. Feedback from mentors and mentees highlights that having access to a phone can greatly improve communication for service delivery as well as improving connectivity for the women to wider community services and a positive social network. Challenges have also been identified, including issues with lost, stolen or sold devices, and logistical barriers to distribution within the prison environment.

Digital Lifelines Scotland have approved a request to carry forward remaining budget (£30,000) to 2023/2024 which will enable the technology provision to continue in the next delivery year.

3.2 Staffing

3.2.1 National Team

As lead partner, Sacro employs a national team to support Shine delivery which comprises a Project Administrator, Performance Officer, National Partnerships Manager and governance support from the Sacro Director of Justice (Shine Project Board Chair) and Sacro Chief Executive Officer (Shine Programme Board Chair).

In Q2 of 2022/2023 the Sacro Director of Justice and Shine National Partnerships Manager vacated their roles, and in Q3 recruitment was successful in appointing individuals who were in-post for November and January respectively. Q4 provided an induction period for new colleagues to meet partners across the PSP and in the wider community justice landscape.

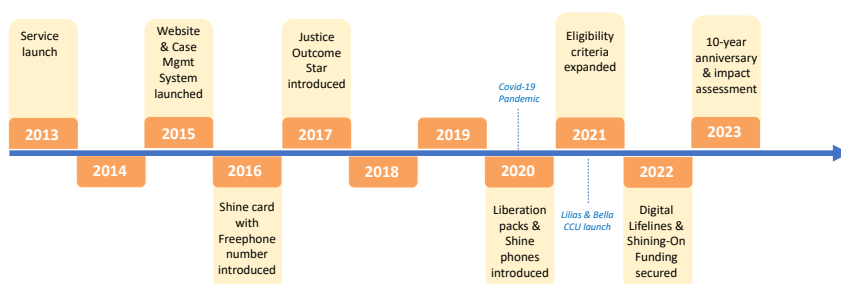
3.2.2 Mentor Allocation

As per the budget overview, the mentor allocation for 2022/2023 was 25/5 FTE, however discussions have been ongoing throughout the year in recognition of the newly established Community Custody Units which are part of the SPS Strategy for Women in Custody. Shine will be working in partnerships with the new estates, Bella and Lillias, which opened to women in October 2022. The mentor allocation will be reviewed and updated for 2023/2024 as per any agreements in place to support the changing estate.

4. Service Development and Innovation

Shine is proud to have delivered 10 years of service, since establishment in 2013, and to continue innovating to meet the needs of women. Developments such as the Shining On pilot project and Digital Lifelines technology are examples of the service being responsive and adaptive to the wider context in which Shine operates.

Service evolution



4.1 Communications

Promoting the work of Shine is a critical delivery component as effective promotion of the service will support:

- A sustainable referral pathway – raising awareness with our key stakeholders
- Influencing stakeholders in the throughcare sector to understand the difference Shine makes and where value is added
- Amplifying voices of lived experience to inform practice

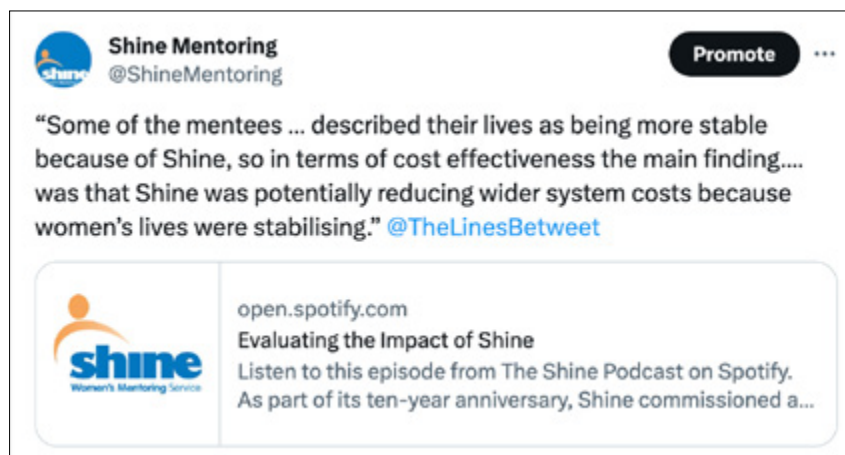
A communications sub-group helped plan and deliver internal and external comms activity throughout the year. Resources for external communications include the Shine website, Twitter and Podcast. Internal communication is delivered through the PSP SharePoint site, weekly bulletin, InfoShine email inbox, and governance structures (quarterly Project and Programme Board).

4.1.1 Shine Podcast

In March 21, the Shine Podcast was launched, and this has continued to grow throughout 2022/2023, with seven episodes recorded and published in this period. Podcast episodes include Shine partners discussing topics such as the evolution of Shine over 10 years, the Shining On pilot project, management of Shine, and Shine mentees telling their story in their own voice. Shine mentees have opened up about topics such as addiction, homelessness, loss, court systems and rehabilitation.

4.1.2 Shine X (Twitter)

The Shine X page promotes partnership activity and engages with sector stakeholders. The page is maintained daily with combined planned and reactive content. Planned activity is focused on awareness raising opportunities which are captured in an annual calendar, including International Women's Day, Volunteers Week and National Mentoring Day.



Case Study – International Women's Day

In celebration of International Women's Day 2023, the Shine national team worked alongside partners to engage with a range of virtual and in-person activities, which were promoted on Twitter throughout the day. Activities included a case study of supporting a mentee in the Bella CCU; The Wise Group mentors attending a community event hosted by a local recovery group and a Prison-based Champion attending a day of activities at the Liliass CCU.

Online engagement was positive – with Shine sharing 11 original tweets and retweeting 17 key partner tweets (including PSP partners and wider sector). Analytics showed that engagement (including impressions, new followers, profile visits and mentions) was higher than previous months, attributed to the volume of planned content:

Month	Impressions	New Followers	Profile Visits	Mentions
January	963	1	-	-
February	1261	7	235	5
March	5256	20	614	16

Summary

As the 10th year of service, 2022/2023 was an exciting time for Shine with many achievements to look back on. The team have continued to work in partnership to deliver an effective and consistent national service, that responds to the changing needs of a vulnerable population. Women with experience of the justice system are facing multiple, complex challenges which have been amplified by the Covid-19 pandemic and the ongoing Cost of Living Crisis in the UK. Whilst there were no Covid-19 restrictions in Scotland in 2022/2023, the implications of the pandemic are long-term and continue to be felt by the women Shine supports and the service delivery team as we operate in a post-Covid landscape. Shine is proud to have supported 484 referrals, each of which represents an opportunity for Shine mentors to foster positive, trusting relationships that can enable change in a women's life towards rehabilitation and reduced re-offending.

With an established high-quality service, Shine has embraced opportunities for development and innovation, including the Shining On pilot project, Digital Lifelines funding to provide technology and connectivity, and commissioning an independent Impact Assessment to capture evidence and insight into the achievements and future opportunities of Shine.



"I find partnership working with Shine extremely useful & beneficial to our clients. Shine workers are very responsive and resourceful. In my particular experience, they have the trauma-informed, compassionate & empathic approach to working with people that is so crucial to the client group we work with."

(Willow Centre)

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



In partnership with the Scottish Government and the Scottish Prison Service.

