



Shine Women's Mentoring Service
Public Social Partnership
Annual Report April 2016

Contents

1.	Introduction to our service	2
1.1	End of year report	2
1.2	Improving our service	2
2.	Our Resources	3
2.1	Staffing	3
2.2	Resource planning	4
2.3	Training and Awareness	4
2.4	Capacity	4
2.5	Shine Partner profile	5
2.6	Partner engagement	5
3.	Funding	6
3.1	Benefits in kind	6
4.	Activities	6
4.1	Delivery of Change	6
4.2	Service Delivery	7
4.3	Communications	8
4.4	Business improvement	9
5.	Participation	11
5.1	Our service users	11
5.2	Gaps in service provision	12
5.3	Disengagement from Shine	12
5.4	Shine demographics	13
6.	Outcomes	14
6.1	Measuring and evaluating outcomes	14
6.2	How mentees change	17
6.3	Achieving outcomes	18
6.4	Research and Evaluation	18
7.	The next 12 months and beyond	19
7.1	Priorities for action	19
7.2	Changes to make going forward	19
7.3	Challenges	20
8.	Summary	20
	Appendix A: Performance	21
	Appendix B: Shine Logic Model	25
	Appendix C: Shine – 2015/2016 Financial Report	26
	Appendix D: Case Studies and Letter	29

1. Introduction to our service

1.1 End of year report

This report reflects the activity across the Shine Women's Mentoring Service over the last year from 1 April 2015 to 31 March 2016. It has been a busy year culminating in the Service winning the prestigious Partnership Section in The Herald Society Awards and a Shine mentor receiving a commendation from the Butler Trust. The report provides the voice of women themselves and details of the work of mentors, managers, partners and the challenges, including information on the following:-

- » Shine has exceeded set targets, with women presenting multi complex problems and needs
- » Shine has achieved closer collaboration with partners and greater integration into the local infrastructures in a number of areas
- » Positive working partnership established with Throughcare Support Officers (TSOs)
- » Development of operational guidance to support consistency of practice
- » A review of the challenges encountered in providing the Shine service to women remanded in custody
- » Ongoing work to understand and improve levels of community referrals
- » Changes to the women's custodial estate and impact on the delivery of Shine
- » Challenges faced in working with women in the criminal justice system
- » Commitment to continuous learning and improving outcomes

1.2 Improving our service

Following the Ipsos Mori report of January 2015 commissioned by Shine, the service has developed an improvement plan. Shine has already delivered a number of the work packages in the improvement plan which has led to demonstrable improvement in service delivery.

The Shine Logic Model or Theory of Change model (Appendix B) has been reviewed and with a few minor changes has been agreed as fit for purpose to continue to support and guide Shine service delivery over the coming year.



“she (mentor) listened to me ... she gave me my confidence back ... she was there for me”

Jenny, December 2015

2. Our Resources

2.1 Staffing

Shine acknowledges that staff represent one of the Services' greatest assets and continue to be incredibly fortunate in the recruitment and ongoing retention of high quality, committed staff. There have been some staff changes during the year within our Prison-Based Champion Group and all for positive reasons. All posts have been replaced and staff have worked swiftly to maintain and promote positive relationships with Scottish Prison Service (SPS) and other essential partners. Recognising the important role of Shine working within the prison environment, Shine staffing resources were increased in 2015 with the addition of 1.5 Prison-Based Champion posts to bring the total staffing complement to 25.5 FTE posts.

Planned changes to the women's custodial estate highlighted that closure of HMP Cornton Vale would begin in August 2016 with approximately 120 women being transferred to HMP Polmont. Initial discussions with SPS confirmed that a Shine Prison-Based Champion will be required in both establishments thereby creating the demand for Shine in an additional prison (HMP Polmont).

Fiona McKinnon and Yvonne Robson, The Shine Partnership Managers, have considerable experience and credibility as established social work managers and practitioners and have proven to be a sound asset in building strong effective partnerships and practice, working across wider women's services. The Shine support team is now fully staffed with operational, project, performance and administrative capability and capacity.



2.2 Resource planning

Current levels of staffing provide the minimum resource to deliver Shine mentoring across Scotland. There is limited capacity to build in resilience for unplanned absences. For example, a period of unexpected long term sicknesses in one area presented severe operational issues within a prison and a rural area. However with appropriate flexibility the Service continued with support from partners, although this highlighted significant limitations concerning contingency arrangements for temporary absence.

Shine has undertaken a review of demand, geographical allocation together with staffing to assist in maximum delivery from our resources and consideration

2.3 Training and Awareness

Shine staff have access to a range of learning and development opportunities provided by their employing organisation, Shine and local authorities.

All mentors are required to complete the Scottish Mentoring Network SVQ accredited training. A further course is commissioned for May 2016.

Three national mentoring events were organised throughout the year. These events were designed to launch the revised Operational Guidance and provide staff with an opportunity to express their views (events held at two locations) and a workshop at HMP Cornton Vale with Throughcare Support Officers (TSOs). Feedback from the former was incorporated in the Shine Operational Guidance. Mentors and TSOs explored integrated working to improve throughcare arrangements for women leaving prison. The developing relationship between Shine and TSOs is very encouraging. Mentors have also attended a number of conferences and seminars throughout the year, the feedback from which has been overwhelmingly positive.

Following discussion with mentors, areas for future development have been identified, to include trauma and mental health training.

2.4 Capacity

Following discussion through Social Work Scotland Criminal Justice Standing Committee (SWSCJSC) individual local authorities support Shine by providing a range of resources. A small number of Shine mentors are co-located within local authority services and this has promoted an increase in community referrals. Criminal justice social work staff contributed to workshops that culminated in the revised Operational Guidance. A considerable level of joint work between local authorities and Shine is ongoing which adds real value to the PSP impact.

The geographical implications of providing an equitable and accessible service within rural areas are considerable when additional rural poverty factors are taken into account. In such areas Shine works collaboratively with local churches, charities and other services to provide essential support. Shine and New Routes share an arrangement for women in the Islands, to date the number of women involved is minimal (three).

2.5 Shine Partner profile

Partners provide a valuable resource which adds value to Shine. The current profile of third sector partners within Shine has proven to be effective. Additional joint working within other supporting agencies/parties has been established across Scotland to reflect local arrangements that best meet the person-centred needs of women in Shine. Shine continues to develop these partnerships and closer collaboration in order to integrate into the local infrastructures. This has led to a more consistent approach and improved outcomes for women.

One area of learning has included the allocation of referrals to partners which allows them to use their expertise to best effect. Some partners routinely work with service users for considerably longer than the six month Shine guidance, which has had an impact when allocating resources. This is being monitored closely. In addition, consideration should be given to including a partner with capability to work with women who present significant acute mental health issues that means they are not appropriate for referral to Shine for mentoring with existing partner capability.

2.6 Partner engagement

The Shine structure provides opportunities at strategic and operational levels for partners' views and concerns to be expressed. Regular local manager and mentors meetings, often attended by the partnership managers, provide staff with opportunities to express their views. Shine partners have demonstrated a collaborative approach to resolve operational issues or promote better practice. Events are well attended and requests for case studies or participation in work groups are well supported. Shine encourages and supports mentees to 'tell their story' by attending meetings with other agencies.



Still from video produced for Shine and featuring women and their mentors.

3. Funding

See Appendix C for Shine – 2015/2016 Financial Report.

3.1 Benefits in kind

All of the Shine partners, many local authorities and SPS provide benefits in kind. These include use of venues, offices, equipment, other staff and training.

The demands on the lead agency have been greater than initially anticipated at officer, Board and corporate levels. At a local partner organisation level, the responsibility for Shine is a small element of a manager's total diverse responsibilities. This may impact on allocation timelines and support available to Shine mentors and is being monitored.

4. Activities

4.1 Delivery of Change

During 2015 Shine implemented the introduction of a single electronic case management system (CMS) which has been a significant area of work. With ongoing training CMS will yield benefit for individuals, partners and stakeholders. The system provides data that will inform future service development and evidence of outcomes. The implementation of CMS has not been without challenges for individuals and partners - ongoing support and training will continue as a priority area for the coming year.

The introduction of the revised Shine Operational Guidance promotes a more consistent and professional approach to delivering the Shine service and will be the basis of an audit schedule during 2016/17.

Throughout the year the Shine management team have increased the Services' contribution to a range of stakeholder meetings at a strategic and operational level, e.g. One Glasgow, Social Work Scotland (SWS) and Lothian & Borders Strategic Group. This affords the opportunity to promote Shine and be aware of issues facing partners.

A working group was set up to investigate how Shine can increase levels of continued engagement with women on remand. This has involved:

- » Discussions with local authority CJSWS to explore a more proactive Shine response when women reappear before the court and could potentially be bailed
- » A review of the Prison-Based Champion post in HMP Cornton Vale in order to expand this role with women on remand
- » Engagement with court pilot sites in order to work collaboratively and increase the engagement of women on remand.



Shine was featured in an article in "Scottish Justice Matters" on "Women, mentoring and desistance".

Significant effort has been made to increase the number of community referrals. Following a series of meetings with CJSW managers, a proposal has been taken to SWSCJSC, suggesting that the Shine service, as well as targeting women on CPOs, supervised by a social worker and who are at risk of breaching their Order, could include a specific group of women on Level 1 CPOs. This Order requires the women to undertake Unpaid Work without the supervision and support of a social worker. There has been an increase in this referral source.

4.2 Service Delivery

Challenges

- » The volume of prison referrals in some areas has reduced the capacity to pursue greater engagement through community referrals
- » Women who are remanded in custody
- » The mentoring period of 6 months can be restrictive, given the chaotic lifestyles and complexity of needs of some women
- » The demand and resource in certain geographical locations has required adjustment
- » To establish a complementary and value added role for Shine within broader local authority women services

Successes

- » The power and effectiveness of the mentoring relationship in assisting women to a positive destination and successful outcome
- » Women want to address issues to reduce risk of reoffending
- » The skills and commitment of mentors
- » Increasing levels of self-confidence and self-esteem (e.g. Rosie in case study one)
- » The integration of Shine (in certain areas) with other services, including specialist and universal services
- » Collaboration and respect demonstrated across the group of delivery partners
- » Positive case histories and letters from our mentors and mentees (see Appendix D)
- » Shine produced a DVD highlighting the personal experiences of three mentees and their mentors. This provided a powerful view of the work undertaken. This approach will be further developed.
- » Winning the Partnership Section of The Herald Society Award
- » A Shine mentor receiving a commendation from the Butler Trust
- » The credibility of the Shine service with Sentencers and other partners



The Shine e-newsletter is sent to stakeholders.

4.3 Communications

Shine continues to develop and implement its communication strategy that has an internal and external focus.

Internally Shine has introduced:

- » An electronic weekly bulletin for all staff
- » An intranet facility to provide information including a secure resource section
- » Several CPD recognised workshops
- » Talks to groups of interest
- » Facilitating academic research
- » Media coverage – print, radio, television
- » Embedded recognition in crime writers publications

Externally, communications have been developed:

- » Using social media
- » The Shine website
- » Facilitating events including the Women's Justice Forum (December 2015)
- » Delivering presentations at conferences and workshops including SWS Criminal Justice Conference, Scottish Association for the Study of Offending (SASO) and Women in the Criminal Justice System.
- » The Shine newsletter is widely circulated to include stakeholders from local authorities, academics, government departments, SPS and other partners in the third and public sectors.



Winners at the Herald Society Awards 2015.

Shine mentor, Allan McGinley of the Wise Group receiving a commendation from The Butler Trust for his work. The award was presented by HRH The Princess Royal.



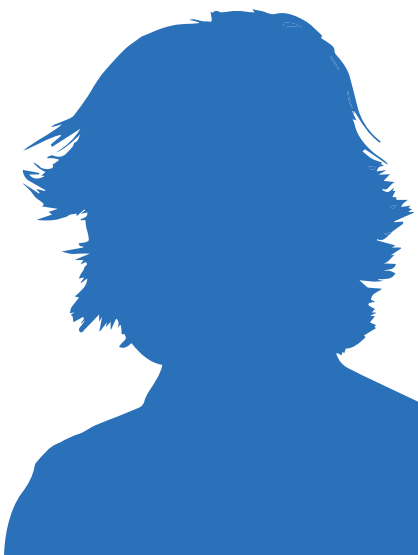
4.4 Business improvement

Planning

A number of areas have been completed as planned, others remain a 'work in progress' which are being developed more slowly or differently than originally envisaged to reflect local need. The introduction and evolution of Shine reflects the learning and responses to the challenge of establishing a new service. The Prison-Based Champion was not identified in the submission, nor was the development of women specific services within most local authorities. Addressing these areas has demanded time and considerable negotiation in order to integrate Shine within local services. Working across 32 local authority areas and 8 CJA areas has been resource intensive and meant that Shine has to work very flexibly in order to meet local needs.

Implementation of the Volunteers Strategy has been discussed by the Programme and Project Boards. It is acknowledged that there are no specific or additional resources to introduce Shine Volunteers equitably across Scotland. It was agreed that where appropriate Shine could access Volunteer resources within the individual partner's core services. Shine has received a number of enquiries about volunteering and with the agreement of the enquirer their details have been forwarded to partners currently recruiting volunteers.

“ ... I didn't know what it (Shine) was or what to expect, but would take any help I could. She understood how I felt and didn't judge me and that was really important ...”





Referrals

In some areas community referral levels have not matched initial projections, whereas in other areas demand exceeds resource allocation. Shine closely monitors this situation and has adopted a flexible approach to resource allocation, including use of demand led funding allocation. An example of this proving effective was the provision of additional sessional hours funding to Barnardo's, enabling that partner to respond positively to a temporary referrals waiting list in Ayrshire.

Mentoring Development

Shine has collectively learned and improved its understanding of the definition and practical application of mentoring. In the early days, questions arose about whether mentoring involved support, advice and advocacy. Shine reflects the spirit of the Angolini recommendation on intensive mentoring whereby the service addresses the issues and needs of the women as it relates to their offending behaviour. It provides a combination of practical and intensive support used to promote and demonstrate an individual's ability to change and builds upon this progress to influence and promote more life changing decisions. Women relate that their mentor is the first person to "listen" to them and it is recognised that Shine has made improvements to service delivery based on service user feedback.

Evaluation questionnaires provide Shine with evidence of what works with women, listening, non-judgement and practical assistance. They also highlight areas for future attention.

“.. you helped me with other professionals, what were their agendas, I was overthinking, and felt I was being criticised for saying too much or not enough “



5. Participation

5.1 Our service users

Shine's target group is clearly defined. The criteria specifies women subject to CPOs – social work staff frequently request that this is widened to include all community orders, e.g. DTTO, who may be at risk of breach and where Shine has capacity women on DTTOs will be offered a service.

As Shine and local authority women's services have developed Shine has adopted a flexible approach to meet the needs of women. This has included women subject to CPO (Unpaid Work) who require mentoring to assist them to comply with their order. Case histories illustrate individuals' journeys including lapses and the support needed to 'get back on track'. As an organisation Shine has taken a similar journey of learning. Shine has demonstrated that mentoring as a model works with women who are able to engage with the service. How the model is delivered requires flexibility to reflect local needs rather than the adoption of a 'one size fits all' approach.

As the Service has developed it has improved its screening process. Shine is aware from the Prison-Based Champions, that some women, often those presenting with acute mental health issues, may not be appropriate for an immediate referral to Shine. Such cases will be jointly monitored with SPS and reviewed as their circumstances change.

	01/04/2013 to 31/03/2014	01/04/2014 to 31/03/2015	01/04/2015 to 31/03/2016	Comment
Referrals	680/720 ¹	724/720 ¹	756/720 ¹	Showing a steady climb
Planned Exits	188	286	254 ²	Definition changed for this period
Unplanned exits	317	205	260	Increased engagement with remand prisoners
FTE mentors	24	24	25.5	Increase for prison champions
Mentees engaged	n/a	281	206 ³	As at 31/03/2016
Ratio mentees/mentors	28.3	30.1	31.5	Showing steady climb

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.



5.2 Gaps in service provision

In addition to the service currently provided by Shine, mentoring would be beneficial for women on high tariff orders, such as DTTO as well as women who may not be at risk of breaching an order but would benefit from mentoring in order to support their reintegration into the community. Universal services are not always readily available on release, such as stable housing and access to addiction and mental health treatment services which can also impact on the mentoring outcomes for women.

There are a number of planned changes to the strategic landscape across community justice that are likely to create further gaps in service provision and/or present partner challenges to the mentoring experience.

- » Developments to the SPS Women's estate
- » The presumption against short sentences
- » Introduction of Community Justice Scotland
- » Role of local authority Community Planning Partnerships
- » Integration of health and social care arrangements

Ongoing engagement with local authority criminal justice social work services continues to be a core task which is addressed through contact with Social Work Scotland and local arrangements between Shine staff, including the Shine Partnership Managers, Shine Partner Organisation Managers, Shine mentors and relevant services.

5.3 Disengagement from Shine

Shine is a voluntary service and not all women feel that they wish to, or are ready to engage with the service or perhaps their circumstances dictate that the service is not appropriate at a particular point in time. Some of the factors which influence decisions about engagement include:

- » High levels of uncertainty during a period on remand
- » Peer pressure
- » Release at very short notice
- » Significant issues which vary but may require specialist assistance such as substance misuse and/or mental health problems.

“...[in an assessment of] whether their situation in five areas (housing, money, drug/alcohol problems, family relationship and work/education/training) had got better, stayed the same or got worse. Two-thirds thought their housing and money situation had got better, half thought their alcohol/drug problems and family relationships had got better and a quarter thought their work/education/training situation had got better”
(Ipsos MORI, 2015)



Two-thirds thought their housing and money situation had got better



half thought their alcohol/drug problems and family relationships had got better



a quarter thought their work/education/training situation had got better

Learning from the women who fail to engage is a focus of attention in order to develop responsive services for the future. Successful engagement has included particular characteristics:

- » Building a positive working relationship based on respect and trust
- » Pre-prison release contact
- » Prison gate pick-ups
- » Developing an agreed bespoke mentoring plan which addresses mentees needs
- » Understanding that relapse or disengagement is not necessarily failure but part of the journey to successful recovery and reintegration

Shine has begun a survey of women who have disengaged early from the service. The aim of the survey is to learn from these unplanned exits, to understand why women disengage and to ensure that the service is doing enough, or doing the right things to support women re-connect with Shine. The survey will attempt to include those women who were on remand and did not return from court to prison and who failed to make contact after their release. It is recognised that this will be difficult to organise as mentors will have previously tried to make this contact with them to continue their service provision, and very often fail to reach the women concerned.

5.4 Shine demographics

Shine is a women’s service and works with adult women over 18 years. The service is available anywhere in Scotland and the service is represented in every prison in Scotland where women are sentenced or remanded. Every local authority in Scotland can refer women to the service who are in the criminal justice system and who meet the agreed criteria.

The predominant age group for Shine referrals is the 26-46 age group with 70% of referrals originating from this group. Including the 18-26 group this is nearly 88% of all referrals.

The greatest percentage of all community referrals and release address of prison referrals is in the west of Scotland and predominantly in the central belt.

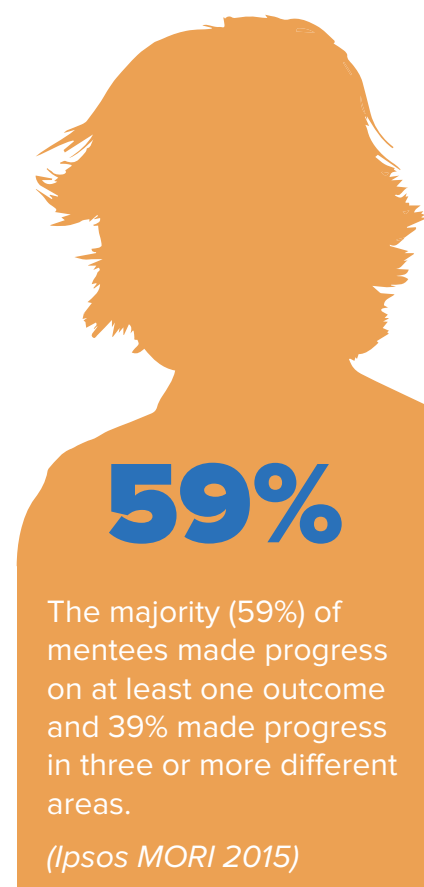
Referral trends have seen an increase in referrals from prisoners on remand as prison based champions have refined their in-house systems and processes. This has led to a disproportionate number of unplanned exits as remand prisoners are often either bailed or are dealt with by non-custodial sentences. In these circumstances, the crisis having been averted or stalled, mentees often disengage and are difficult to make contact with. Work is ongoing to improve this engagement and re-engagement. A survey to support analysis and evaluation is being progressed to contact disengaged and previously engaged mentees for interview and feedback.

6. Outcomes

6.1 Measuring and evaluating outcomes

Outcomes have been measured from a variety of sources, including the Scottish Government spreadsheet. The spreadsheet on its own, however, is unable to reflect the complex problems and wide ranging issues that will influence positive and negative outcomes. The assessment of need and attitudes at the beginning of the Shine relationship can be skewed by lack of trust and suspicion and understanding which often leads to an unrealistically positive assessment at the beginning of the service but a more realistic assessment at the end as trust grows. This can often give the false impression of a negative progress when examination has shown that a review of initial referral will often be shown to have been overly positive.

Other useful measures to evaluate progress include case histories, letters from mentees, feedback from referring Criminal Justice Social Work staff and other partners, verbal comments from family members and individual women who have engaged with Shine. A DVD produced during the year where mentors and mentees talked openly about their relationship and how this helped mentees move on in their lives, demonstrated that engagement with Shine produced positive outcomes for mentees and their mentors.



The Ipsos Mori Evaluation of the Public Social Partnership suggests mentoring has less success with outcomes associated with accommodation, drugs and alcohol, family and employment. Shine has evidence from women who have positively engaged with the Service that they now have safe and settled tenancies, have engaged with health treatment services or reduced substance usage, have applied themselves to further education and are caring for babies who were subject of pre-birth Child Protection Orders. Equally Shine offers the Service to women who are unable or unwilling at the point of contact to engage with the Service, for those women we will provide essential information and offer the Service on other occasions.

The 2015 report “What Works to Reduce Reoffending” highlights intermediate outcomes which support reduced reoffending,

- » Reduced or stabilised substance misuse;
- » The ability to access and sustain suitable accommodation;
- » Finding suitable employment;
- » Improvements in the attitudes or behaviour which lead to offending and greater acceptance of responsibility in managing their own behaviour and understanding of the impact of their offending on victims and on their own families;
- » Maintained or improved relationships with families, peers and community;
- » The ability to access and sustain community support

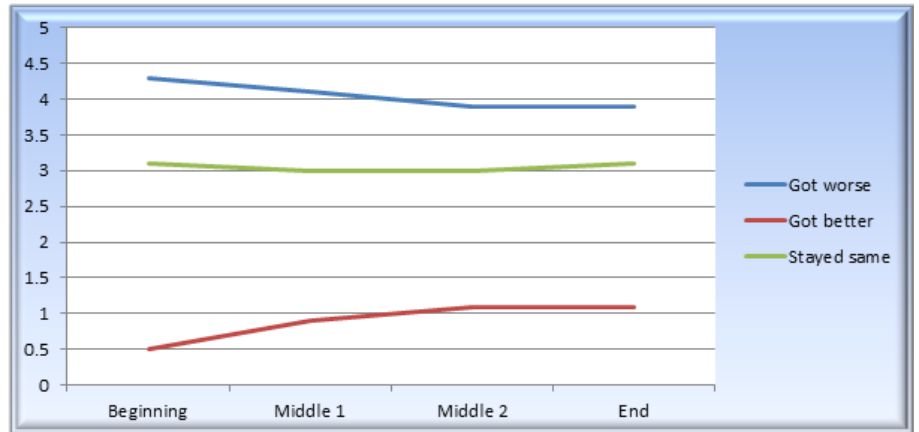
Shine has consistently attempted to monitor, and evaluate these outcomes, as outlined in the Shine Logic Model. Experience has shown that measuring or recording this information can be problematic and quality of recorded data can be variable. Often a very good indicator is the conversations with mentees, case studies and letters written by servicer users which describes their journey in Shine.

With the introduction of the Shine Case Management System (CMS), case recording standards, needs and risks assessments and evaluation criteria have been standardised. CMS can now be used as an up to date and accurate data source to assist in more accurate and qualitative data mining on a real time basis, eliminating the lag in monthly and six-monthly reporting processes.

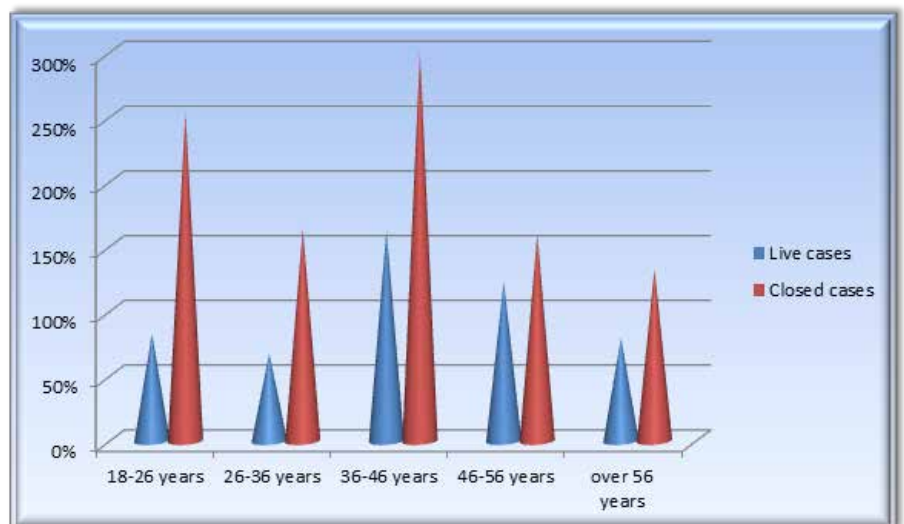
Shine has had good results from mentees who have been assisted and supported to renew family bonds and ties, particularly for those women who have lost custody or care of their children. Continued support to engage with agencies and organisations providing a range of support has shown positive results. Accommodation, particularly for those women on short term prison sentences has been a focus for mentors and it is clear that, where secure accommodation can be found, mentees are much more likely to respond positively to change.

Over the period 2015/16, a sample of mentees outcomes in respect of alcohol and drugs problems showed 64% either improved or stayed the same. For a similar sample, for accommodation needs, 71% showed either improvement or stayed the same.

It should also be noted that staying the same is generally a positive rather than negative because for many they are starting at a reasonably stable position which is maintained throughout the mentoring period. The way in which some evaluation questions are framed does not allow for the actual beginning and end position to be identified.



In the illustration above the housing needs of three mentees are charted where anything below two in the vertical scale is sub-optimal. Staying the same is a good outcome - as is got worse in this case. “Got better” sounds like a good result but gives a false impression of the actual housing position compared to “got worse” and “stayed same”.



The chart shows the percentage of the sample group within each age cohort, of mentees who “recognise they have problems and are actively working on them” showing the percentage change (beginning to end) in a snapshot of all cases – open and closed, and the percentage change (beginning to end) for only closed cases.

In all cases they show that for women who are actively working on their problems that they will improve their outcomes in this respect – but by different degrees when viewed on an age basis.

The group of women in the 36-46 years cohort show the greatest initial and continuing improvement in this particular outcome.

Women in the 18-26 years show the greatest overall improvement from beginning to end.

6.2 How mentees change

A significant indicator of positive change is the amount of time that women are engaged with the service. It has been widely accepted that the six months adopted in this pilot phase of the service, is too short for some women to see realistic and sustained positive change. Many women though, take advantage of that time to use the non-judgemental and supportive help that is provided to make significant changes in their lives. For some individuals this change has been resoundingly positive and for others - for a variety of reasons, changes were not as initially envisaged. Disengagement is a significant contributory factor in not achieving positive change.

The level of change and timescale to effect the change needs to be realistic and achievable otherwise there is a risk of ‘perceived failure’ reinforcing an individual’s misbelief that change is out with their control. The availability of essential resources does not always match this need and can demotivate and increase disengagement. Shine recognises that it operates in a landscape where the provision of essential services and resources by other agencies has a very significant effect on outcomes for women in Shine. Navigating the range of resources can be confusing and this may result in an ‘either / or’ decision rather than a co-ordinated approach.

These services include housing, benefits, child and family services and in particular, mental health and addiction services. Without all of these services being supplied effectively and consistently and properly coordinated, many women fail to stabilise sufficiently to engage positively with the mentoring service and can lapse into re-offending.



Shine women with their REHIS Elementary Food Preparation and Community Learning and Development Awards for Personal Development.

6.3 Achieving outcomes

For individual women, their positive outcomes are built around a growing belief that they can take charge of their situation and make informed choices. This provides opportunities to;

- » develop positive, enabling and supportive relationships;
- » recognise that ‘lapses’ create learning and are part of the process of change;

From an organisational perspective this means that the service support mechanisms are in place, sufficiently resourced and are monitored to ensure continuous performance improvement. This means, in practice, that,

- » targets, practice and processes are as agreed;
- » the opportunity is taken to monitor, review and amend practice and processes as appropriate;
- » the service is properly resourced;
- » mentors and managers are supported to deliver Shine services.

Factors that can positively and negatively affect outcomes include;

- » Role and relationship of Shine alongside other women specific services within local authority and CJA areas;
- » Lack of availability and access to essential services such as housing, health and benefits;
- » Outstanding charges and arrest warrants which can demotivate an individual’s commitment to change;
- » A good relationship between mentor and mentee.

6.4 Research and Evaluation

Shine will use the existing communication resources to ensure that staff have access to the latest research on women in the criminal justice system. The Shine team will ensure that the evaluation of the Service includes contributions from partners, staff and service users and the findings and conclusions are shared.

Shine has commissioned an ongoing survey to examine the results of the Shine interventions amongst a variety of women who have engaged or disengaged with the service to understand both what works and what does not work, but to evaluate any continued positive change which may have occurred amongst mentees.



“ .. you spoke about me getting a job, I thought I’d never work again, who would employ me, you gave me hope and confidence”

7. The next 12 months and beyond

7.1 Priorities for action

- » Increasing engagement with women referred whilst on remand when they return to the community;
- » Reviewing the implementation of the Operational Guidance through an audit schedule;
- » Reducing the number of women who make an unplanned exit;
- » Improving the quality and quantity of outcome and performance monitoring data;
- » Improved outcome analysis including follow up interviews and research to improve understanding of what works/ what does not;
- » Improved service user and stakeholder feedback;
- » Ensuring the smooth transition of Shine services during the transfer of women prisoners from HMP Cornton Vale to HMP Polmont.

7.2 Changes to make going forward

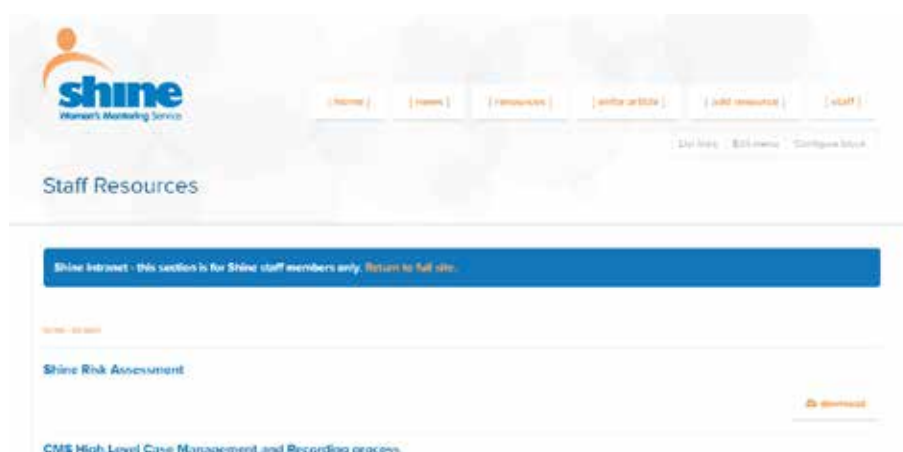
An audit of the implementation of the Operational Guidance is scheduled and the findings will inform any proposals to be brought to the attention of the Shine Programme Board.

Shine's work with women on remand will be monitored and informed through discussions with staff and consideration given to piloting a new approach to improve engagement rates with women who have been remanded.

A review will be carried out with local authority CJSW managers and will consider any implications of transferring resources from areas where CPO referrals have been consistently low.

SPS have extended the period of time that TSOs can work with women in the community from six weeks to 12 weeks. Shine will continue discussions with SPS to enhance the community reintegration pathway for sentenced women.

Whilst there is always an opportunity to review and improve efficiency, the majority of the Shine budget is for staffing where there is limited capacity to build in resilience as a result of unplanned absences.



Shine mentors have access to a dedicated Intranet for resources and news.

7.3 Challenges

Shine is funded by the Reducing Reoffending Change Fund until 31.03.2017 and the future of the Service beyond that date is uncertain.

The existing budget allocation for the service has been significantly supported by benefit in kind from the lead partner and all of the Shine partner organisations. These benefits include accommodation/property, governance structures, continuous professional development and specialist support such as addictions and children and family support.

It is unclear whether this current level of support would be continued in a future Shine service.

The change from CJAs to local authority Community Planning Partnerships and the introduction of the Community Justice Scotland Board will have significant and as yet unknown implications for the Shine Public Social Partnership.

These impending changes will present major challenges for staffing including the recruitment and retention of staff in the final three to six months of the service.

8. Summary

In the past year Shine has made considerable progress in its work with women in the criminal justice system, and continues to build upon the learning from the previous years. Mentors are a significant asset to Shine who daily 'go the extra mile' to support their mentees. We are consolidating the Shine Case Management System (CMS) with training and ongoing support and have introduced new Operational Guidance and Practice Standards. The Shine self-evaluation is a dynamic process at the core of our continuous improvement agenda.

Shine does not work in isolation and we will continue discussions with our partners to ensure maximum efficient use of resources.

Communication is an essential element of the Service and we will use a range of mediums to ensure that our news reaches the widest audience. Supporting mentees to contribute to Shine is essential and stories of their personal journey's need to be heard.

The major challenge in the coming year is the sustainability of the Shine service. The benefits of mentoring in the criminal justice system have been validated by a Scottish Government commissioned report and Shine welcomes the opportunity to contribute to ongoing discussions.

Shine **can** and **does** make a difference to the lives of individual women.

Appendix A: Performance

Performance reporting and referral data

KPIs	Report Period	Actual	Comment
1. 25.5 FTE Mentors in place	1 April 2015 to 31 March 2016	25.5 FTE	New agreed allocation
2. Each Mentor will work with 15 Mentees per six-month period (avg. 2.5 per month)	1 April 2015 to 31 March 2016	105%	Average at 2.6 per month per mentor
3. Shine will work with 720 referrals per annum (avg. 60 per month)	1 April 2015 to 31 March 2016	105% (target 720 actual 756)	Averaging at 63 referrals per month.

Outcome Key Performance Indicators as at 31 March 2016

Target	Outcome/Activity	Actual
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	72%
At least 60% of women who engage with the service in the community will achieve improved motivation.	Short Term Increased motivation to change behaviour	77%
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	70%
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	57%

Comment – the outcomes reported over the period have shown sustained achievement against targets 1, 2 & 3. In relation to target 4, controlled planned exit, this remains a focussed priority for improvement. A lot of work is being carried out with innovative solutions to the uncertainty of outcome for court appearances for women on remand. These are being piloted in a number of courts jurisdictions.

Over the next reporting period the data, now being gathered in CMS and the RRCF Outcome monitoring tool, will be mined for a more detailed picture of outcomes. This is being informed by the work with Evaluation Learning Support (ELS) and the ELS Action Plan.

**Based on women who engage for at least one month after community referral or liberation from prison.*

Prison Referrals by CJA area 2015/2016

Area	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals by CJA
Fife & Forth Valley	4	6	3	7	4	3	9	8	5	4	5	8	66
Glasgow	4	6	2	7	4	16	11	9	12	3	8	14	96
Lanarkshire	5	5	3	4	4	8	5	3	5	3	7	4	56
Lothian & Borders	0	4	1	7	5	4	13	7	5	7	4	10	67
Northern	5	8	13	9	7	11	1	6	1	7	2	7	77
North Strathclyde	6	2	1	2	6	4	6	7	1	7	3	4	49
South West Scotland	5	7	4	10	5	12	12	10	6	11	15	14	111
Tayside	2	2	4	7	4	3	9	5	9	4	5	9	63
Totals by month	31	40	31	53	39	61	66	55	44	46	49	70	585

Prison Referrals by Local Authority 2015/2016

Local Authority	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals by LA
Aberdeen City	0	2	8	2	5	4	0	1	0	3	2	3	30
Aberdeenshire	1	0	1	0	1	2	0	1	0		0	1	7
Angus	1	1	0	0	0	0	1	0	1		1	1	6
Argyll & Bute	0	0	0	0	0	0	1	0	0	1	0	0	2
Clackmannanshire	0	0	0	1	1	1	0	0	1		0	2	6
Dumfries & Galloway	0	3	0	5	2	1	2	3	3	1	1	0	21
Dundee City	1	1	3	6	4	2	8	5	8	3	3	7	51
East Ayrshire	3	2	1	1	0	2	1	4	1	3	4	5	27
East Dunbartonshire	0	0	0	0	0	0	0	1	0	1	0	1	3
East Lothian	1	1	0	2	0	1	1	1	0		0	0	7
East Renfrewshire	0	0	0	0	0	0	0	1	0	1	0	1	3
Edinburgh	0	2	3	4	5	1	8	5	3	6	2	6	45
Eilean Siar	0	0	0	0	0	0	0	0	0		0	0	0
Falkirk	0	1	0	0	0	1	4	3	0	3	2	0	14
Fife	5	2	4	6	2	2	4	5	3	1	2	5	41
Glasgow	4	7	2	7	4	16	11	9	12	3	8	14	97
Highland	4	6	9	7	1	4	1	4	1	2	0	3	42
Inverclyde	3	1	0	0	1	0	0	1	0		0	0	6
Midlothian	0	0	0	0	0	0	0	1	0	1	1	1	4
Moray	2	0	0	0	0	1	1	0	0	2	0	0	6
North Ayrshire	2	2	2	2	2	4	2	2	2	4	8	6	38
North Lanarkshire	2	2	2	3	3	4	4	0	3	2	3	2	30
Orkney Islands	0	0	0	0	0	0	0	0	0	0	0	0	0
Perth & Kinross	0	0	1	1	0	0	2	0	0	1	1	1	7
Renfrewshire	3	0	0	2	1	3	5	2	1	3	3	0	23
Scottish Borders	0	0	0	0	0	1	2	0	0		1	1	5
Shetland Islands	0	0	0	0	0	0	0	0	0		0	0	0
South Ayrshire	2	0	1	2	1	6	7	1	0	3	2	3	28
South Lanarkshire	3	3	1	1	1	4	1	3	2	1	4	2	26
Stirling	0	3	0	0	1	0	1	0	0		1	1	7
West Dunbartonshire	1	1	1	0	3	0	0	2	0	1	0	2	11
West Lothian	0	1	0	1	0	0	2	0	2		0	1	0
Totals by Month	38	41	39	53	38	60	69	55	43	46	49	69	593

Community Referrals by CJA area 2015/2016

Area	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals by CJA
Fife & Forth Valley	9	0	0	1	1	0	0	0	3	2	2	1	19
Glasgow	1	0	2	1	1	2	2	0	0	1	0	1	11
Lanarkshire	1	0	4	1	1	0	1	0	0	0	1	0	9
Lothian & Borders	0	4	1	0	1	2	0	3	6	2	1	3	23
Northern	0	0	0	0	0	0	0	0	1	0	0	1	2
North Strathclyde	0	0	1	0	0	1	1	0	0	2	1	0	6
South West Scotland	3	5	4	4	6	5	6	16	19	10	8	15	101
Tayside	0	0	0	0	0	0	0	0	0	0	0	0	0
Totals by month	14	9	12	7	10	10	10	19	29	17	13	21	171

Community Referrals by Local Authority 2015/2016

Local Authority	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals by LA
Aberdeen City												1	1
Aberdeenshire													0
Angus													0
Argyll & Bute													0
Clackmannanshire													0
Dumfries & Galloway	3	5	4	2		3	5	3		3		2	30
Dundee City													0
East Ayrshire					1			1	8	1	1	7	19
East Dunbartonshire													0
East Lothian		1								2			3
East Renfrewshire													0
Edinburgh		3			1	1		1	5		1		12
Eilean Siar													0
Falkirk									1	2	1	1	5
Fife					1				2		1		4
Glasgow	1		2	1	1	2	2			1		1	11
Highland									1				1
Inverclyde			1			1	1			2	1		6
Midlothian								1				1	2
Moray													0
North Ayrshire					1		1	6	5		1	5	19
North Lanarkshire	1			1	1		1						4
Orkney Islands													0
Perth & Kinross													0
Renfrewshire													0
Scottish Borders			1			1		1	1			2	6
Shetland Islands													0
South Ayrshire				2	4	2		3	6	6	6	1	30
South Lanarkshire			4								1		5
Stirling				1									1
West Dunbartonshire													0
West Lothian													0
Totals by Month	5	9	12	7	10	10	10	16	29	17	13	21	159

Shine Remand Prisoner Data 2015/2016

Month	All Prison Referrals	Remand Prisoner Referrals	Percentage of total
April 2015	39	17	55%
May	41	20	50%
June	40	17	55%
July	54	24	44%
August	39	11	28%
September	63	31	43%
October	68	41	60%
November	55	36	65%
December	43	30	70%
January 2016	40	22	55%
February	49	31	63%
March	70	38	54%
Totals	601	318	53%

Comment – Remand prisoners continue to be a significant percentage of all women in prison agreeing to support from Shine.

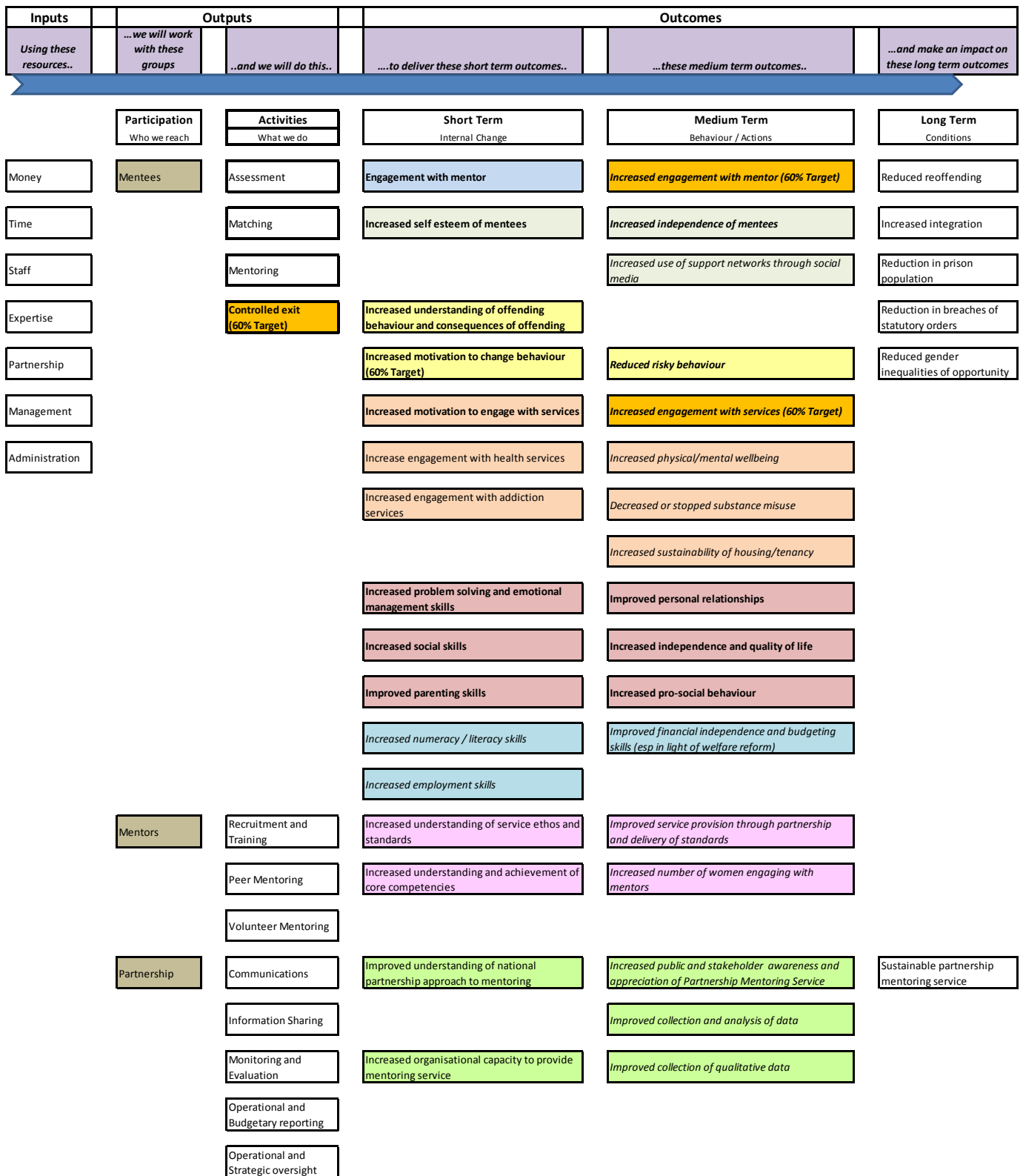
Shine Exit Analysis – 2015/2016

Month	Prison		Community		Overall	
	Planned*	Unplanned	Planned*	Unplanned	Planned	Unplanned
April 2015	0 (0%)	2 (100%)	8 (80%)	2 (20%)	8 (67%)	4 (67%)
May	8 (73%)	3 (27%)	5 (31%)	11 (69%)	13 (48%)	14 (67%)
June	11 (44%)	14 (56%)	3 (33%)	6 (67%)	25 (56%)	20 (67%)
July	9 (39%)	14 (61%)	3 (50%)	3 (50%)	23 (58%)	17 (67%)
August	9 (31%)	20 (69%)	14 (64%)	12 (36%)	29 (48%)	32 (67%)
September	8 (47%)	9 (53%)	13 (72%)	5 (28%)	17 (55%)	14 (67%)
October	12 (44%)	15 (56%)	4 (40%)	6 (60%)	27 (56%)	21 (67%)
November	14 (41%)	20 (59%)	10 (50%)	10 (50%)	34 (53%)	30 (67%)
December	12 (60%)	8 (40%)	7 (47%)	8 (53%)	20 (56%)	16 (67%)
January 2016	13 (46%)	15 (54%)	10 (77%)	3 (23%)	28 (61%)	18 (67%)
February	29 (47%)	33 (53%)	13 (54%)	11 (46%)	62 (58%)	44 (67%)
March	21 (50%)	21 (50%)	18 (67%)	9 (33%)	42 (58%)	30 (67%)
TOTAL	146 (46%)	174 (54%)	108 (56%)	86 (44%)	254 (49%)	260 (51%)

*Target 60%

Comment – Recent changes to the definition of planned and unplanned exit agreed recently at Programme Board, have yet to filter through to Exit analysis although Community exit analysis has shown some improvement over the period with Prison unplanned exit remaining higher.

Appendix B: Shine Logic Model



Appendix C: Shine – 2015/2016 Financial Report

Introduction

The total grant funding for the Shine PSP in 2015/2016 is £1,431k. This is part of an indicative total grant of £2,862k made from the Reducing Reoffending Change Fund to the Shine PSP over financial years 2015/2016 and 2016/2017. This report provides an overview of the financial position for Shine as at 31 March 2016.

Financial Position as at 31 March 2016

The Shine PSP reports an underspend of £5k for 2015/2016, with total expenditure of £1,426k for the year as analysed in Table 1 below.

Table 1: Expenditure Analysis

Staff Costs	2015/2016 ACTUAL Expenditure £'000s
Mentors	811
Service Managers	119
Administrators	53
PSP Management/Coordination	45
Performance Officer	35
Project Administrator	20
Contribution to Project Support	30
Total Staff Costs	1,113
Non-Pay Costs	2015/2016 ACTUAL Expenditure £'000s
Travel Expenses	108
Recruitment	2
Administration Supplies	12
Telephones (incl. Mobiles and Lone Working)	11
Training Costs	56
Case Management – licence and support costs	16
Management Fee	108
Total Non-Pay Costs	313
Total Expenditure	1,426

Mentors

Expenditure on Mentor Staff Costs was lower in the first quarter of the year due to the geographical reconfiguration of mentor allocations, particularly over the Fife and Tayside regions. The vacant posts were filled in the second quarter and additional temporary resource was secured during the latter half of the year to service the demand in other local authority areas.

There have been instances of long term absence in the North and South West Scotland, which required additional temporary staffing to ensure continued service delivery. This has come at an additional cost to the project and is reflected in the increased Mentor staffing costs.

Partnership Management and Coordination

The Programme Board recommended that additional resource was required to supplement the project coordination and performance management. This resulted in some organisational change during the year and the appointment of additional capacity to strengthen the management of the partnership. An additional Partnership Manager commenced in January 2015, and management capacity has been bolstered following the appointment of a Performance and Business Improvement Officer.

Non-Pay Costs

The additional temporary Mentors to cover short and long term absences has led to an increase in Travel costs in the latter half of the year. This has also given rise to increased mobile telephone and lone working costs for the Mentors.

The further development of performance reporting including the use of Sacro's Case Management System (CMS) in all Shine services, was implemented in the final quarter of 2014/2015. The costs of the ongoing training, data input and additional licence fees have been met from the 2015/2016 Shine budget, however the developmental costs of the CMS were absorbed by Sacro as host organisation.

Training for Mentors in 2015/2016 was not limited to the CMS, with Scottish Mentoring Network training organised and paid centrally and delivered to mentors during the year.

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	2015/2016 ACTUAL Expenditure £'000s
National PSP Management/Coordination	163
Access to Industry	138
Apex	200
Barnardo's	201
Circle	132
Sacro	278
Turning Point Scotland	135
Venture Trust	30
Wise Group	149
Total Expenditure	1,426

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	2015/2016 £'000s
Accommodation (£100 per week per FTE)	135
CPD (40hours per Mentor)	7
Governance	27
PhD Internship – Women’s Mentoring	20
Support Infrastructure for Mentors:	
Mediation/Accommodation	10
Children & Families	20
Employability	30
Addictions	10
Total Benefits in Kind	259

In addition to the agreed benefits in kind above, there are other contributions made by partners throughout the year such as actual management costs, which have not been quantified. A survey has been issued to local authorities in the final quarter of 2015/2016 to identify the benefits in kind provided to Shine by them. The results of the survey will be collated in the first quarter of 2016/2017.

May 2016

Appendix D: Case Studies and Letter

Case Study 1

Rosie was referred to Shine in February 2015 and met with her Shine mentor several times before she was liberated from prison. A positive relationship had been established due to her motivation to change and willingness to receive mentoring support.

Rosie faced many challenges following her liberation and dealt with each challenge in an appropriate manner. Her goals included: re-establishing contact with her children; reintegration into her local community; seeking therapy for her mental health issues; and maintaining sobriety. During the time she worked with Shine Rosie achieved all her goals.

Rosie was keen to try new experiences and has been exploring the local countryside with her Shine mentor. She has lived in the Highlands all her life and her kitchen window 'frames' Ben Wyvis.

The Shine mentor suggested that climbing the Munro could be a goal that they aim for and Rosie worked hard to improve her fitness in readiness for the planned climb.



In September Rosie and her mentor set out at 8 am from the car park at the bottom of Ben Wyvis. 6 hours later they had reached the summit and descended back to their car. Despite ferocious winds on the summit, Rosie said it was an experience she would never forget and that it was the hardest thing she had ever done. 'Bagging a Munro' gave her the confidence to tackle the challenges she would experience during the Venture Trust's Next Steps programme. Rosie says her Shine mentor has encouraged her become healthier and fitter and more confident.

Case Study 2

Freda is a 40 year old woman with no previous convictions who was remanded into custody following a dispute with neighbours. She is the carer of a disabled son.

When Freda was referred to Shine she was overwhelmed by her remand and needed considerable support to adjust and cope with being in the prison.

Following her release on bail she requested assistance with a range of practical matters. As a result of the offence her current accommodation arrangements were untenable and she needed help to negotiate a housing transfer. She did not understand the Benefit system or what she was entitled to claim and saw this as a short term measure as she was determined to secure employment to financially support her and her son.

Freda also required emotional support to help her deal with the implications of her offence, coverage in the local media and her perception of the reaction of her family and friends concerning her actions and subsequent remand into custody.

The initial focus of the action plan was practice advice and assistance with housing, finances and health and emotional support to deal with the consequences of her action, and the response of her family, friends and neighbours. The mentor devoted a considerable amount of time listening to Freda's concerns and shame, in order to help her build up her confidence. Freda was determined to seek and secure work and welcomed specific advice concerning employment and the disclosure of her offence to potential employers. She applied for a number of jobs leading to several rejections and, with the support of her mentor, was later offered a job which she has successfully maintained.

Freda has achieved the outcomes that were identified during her remand and following her release and she believes she would not have achieved them without the support of her Shine mentor. Freda is quite clear that she will not be reoffending.

This case highlights some of the needs of women who are experiencing their first contact with the criminal justice system and the additional support they may require to understand and deal with imprisonment and their perception of what "people will think of them" when they are released.

Case study 3

Laura is a Social Work referral; she is subject of a CPO with an Unpaid Work requirement. She has a history of non-engagement including a previous Shine referral.

She suffers with low self-esteem and has a clinical diagnosis of depression. She is estranged from family is socially isolated, living 12 miles from the nearest town in a private rental which the mentor considered 'unfit to live in'. She struggles to engage in any meaningful activities and feels overwhelmed with fear of leaving her home. She has been threatened several times by an ex-partner who also lives locally and despite reporting the incidents she believes the Police have taken no action, a view that reinforces her isolation.

A plan of work was agreed however was superseded by a crisis following the suspension of her benefits for her failure to attend a medical appointment.

The main focus of Shine intervention is supporting Laura through this crisis period. She has been without benefits for 17 weeks since her last payment in February 2016. She is currently surviving on funding from local charities to provide essential gas and electricity and food.

The focus of Shine intervention is currently:

- » Providing practical and emotional support
- » Support and advocacy in dealing with DWP
- » Referrals to local charities and churches
- » Support to apply for Scottish Welfare Fund crisis grants
- » Encouraging her to maintain contact with Mental Health and social work services
- » Supporting her make contact with her MP / MSP

Laura's situation emphasises the importance of working collaboratively in partnership to achieve even small successes. It also highlights specific and often acute problems associated with rural communities, poor infrastructure, limited availability and access to services. In these situations, too often an inability to respond quickly to risk situations can quickly lead to an acute crisis.

Poor physical and mental health and social isolation compounded the multiple and complex issues in this case.

Case Study 4

Quotes from a letter from a mentee about her experience of Shine and her Mentor

“ ... I've been with Leeanne (mentor) since I was referred to Shine and I feel very comfortable working with her. I have poor health; suffer from anxiety and other mental health problems. When I have been admitted to hospital; Leeanne always visits me and arranges to take me home when I am discharged.

I feel I can tell Leeanne anything; she listens to me and doesn't judge me. I was in prison recently and she collected me when I was released and spent the day with me making sure I saw all the people I needed to see (Housing, GP, DWP and addiction service) got me some clothes and food and took me to my temporary accommodation. I could not have organised this myself.

I am coming to the end of the time I can work with Shine and that is making me anxious. Shine has helped and I don't think I will be able to manage on my own. I even thought about committing another offence so I can stay with Shine but Leeanne talked to me about how well I've done so I will try. I know I can ring her or call in the office if I'm in a panic.

Shirley”

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



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