

**To: North Strathclyde Community Justice Authority**

**On: 12<sup>th</sup> June 2015**

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**Report by: Fiona Benton, Head of Service (Community Justice) WISE Group**

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**Heading: New Routes Partnership**

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## **1. Summary**

The New Routes partnership was formed in 2012 and was successfully implemented across 13 Scottish Prisons by September 2013. Since then we have demonstrated that our approach is having great success. This can be seen by the outcomes we have achieved and the qualitative feedback we have consistently gathered.

New Routes brings together expertise from a wide range of partners to deliver a wraparound service that is tailored by individual need.

The New Routes partnership employs over 30 mentors who have all been trained to SQA level, some of whom have similar life experiences as the customer group.

The service centres on establishing a one to one mentoring relationship with prolific male offenders (under the age of 25) serving short term sentences in prisons across Scotland.

Mentors engage with customers 6 months pre-release from custody and continue to work with them for a minimum of 6 months in the community.

The key to achieving outcomes is the quality and strength of this mentoring relationship and its impact on the behaviours and attitudes of each individual.

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## **2. Recommendations**

Members are asked to note the content of the report and attachments.

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### 3. Background

Re-offending is a continuing problem in Scotland. The Scottish Government has made reducing reoffending one of three key policy areas where it is encouraging investment in preventative spending and launched Phase 2 of a Reducing Re-offending programme. This approach focussed both on reducing the social cost of harm caused to individuals and communities and on developing more effective criminal justice services collaboratively through public and third sector partnerships. The New Routes Partnership contributes to this by providing a nationwide mentoring service for prolific male offenders that focuses on addressing and changing offending behaviour.

#### **Aims of the Public Social Partnership**

The New Routes Public Social Partnership has been established to design and deliver a mentoring service for prolific male offenders with outcomes that will contribute to reducing re-offending. The Partnership builds on the knowledge, skills and experience of the partners in delivering services that have had demonstrable impacts on the risk factors associated with re-offending. It has been informed by consultation with key groups, including service users, and the wider evidence of what has worked in reducing re-offending. The Partnership is a collaborative approach between relevant public sector and third sector agencies to reach a shared understanding of needs and then jointly designing and developing the new approach.

#### **Evidence of Need**

The Partnership has drawn on a wide body of evidence to identify the level of need and inform the service specification. Evidence has included, an analysis of national and regional figures on conviction and reconviction rates, themed Partnership workshops on employability, health, criminal attitudes and families, a service design workshop, service user workshops, local stakeholder consultation, and evaluation material from the Wise Group and other partners.

#### **Need for the Service**

National statistics provide evidence on the scale and nature of repeat offending; they show that reconviction rates for prolific male offenders are twice that of the overall offender population. Consultation was undertaken with key stakeholders, in particular, the Community Justice Authorities, Criminal Justice agencies and SPS Heads of Offender Outcomes. The CJAs have for some time identified the need for a national mentoring service to provide a national standard of service to support prolific offenders. Local authorities and others have agreed that this approach has strengths and requires local integration.

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### Implications of the Report

#### **Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Authorities website.

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# NEW ROUTES

Report 2015



# NEW ROUTES

working together to create the best  
opportunities for you in your community

Delivered by:



Supported by:



Funded by:





# NEW ROUTES

The Wise Group leads New Routes a Scotland wide Public Social Partnership (PSP) that involves nine third sector organisations and public sector partners. It provides a mentoring service for young male prolific offenders on short-term sentences in all Scottish prisons and then on release in the community.

The New Routes partnership employs more than 30 mentors who have been trained to SQA level. Many of the mentors have similar life experiences as the customers they work with, including having served prison sentences.

The key to achieving positive outcomes is the quality and strength of the mentoring relationships and the impact on the behaviours and attitudes of each individual.

Since delivery started in 2013, New Routes has shown that this approach is successful with a significant proportion of the young men becoming involved with the service.

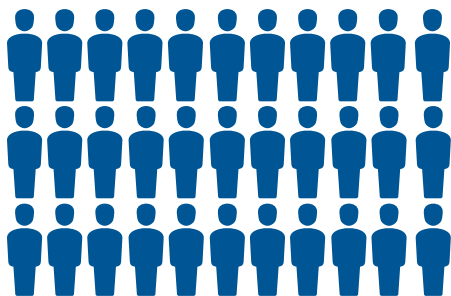
New Routes is funded through the Scottish Government reducing re-offending change fund and its approach is consistent with government policy in community justice.

This report highlights some of the achievements so far and looks at some customer stories and an example of an employer that has risen to the challenge of offering employment opportunities.



# NEW ROUTES IN FIGURES

April 2013 up to March 2015



Since April 2013 New Routes has mentored **1,321** customers

**500+**



New Routes works with over **500** support agencies across 32 local authority areas

## Job Outcomes



New Routes has moved **102** men into full time employment

## Partnership working



**15** organisations across the third and public sectors work collaboratively to deliver New Routes



Over the lifetime of the contract New Routes will mentor **1,855** short term male offenders



There have been **3,682** engagements with specialist support agencies



New Routes operates in **12** prisons across Scotland



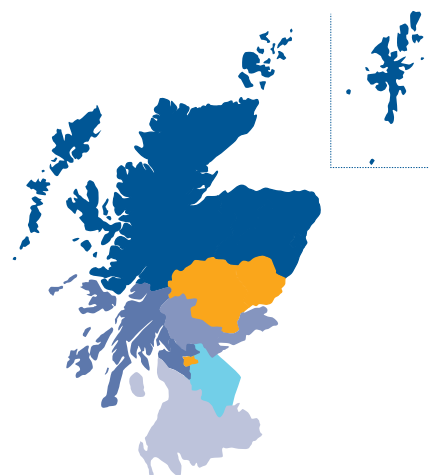
New Routes have achieved **5,754 short term outcomes** in areas of addictions, mental & physical health, attitudes, housing, finance



**50%** of mentors employed by Wise Group are ex-offenders



New Routes has **recruited and trained over 30** mentors to SQA standard



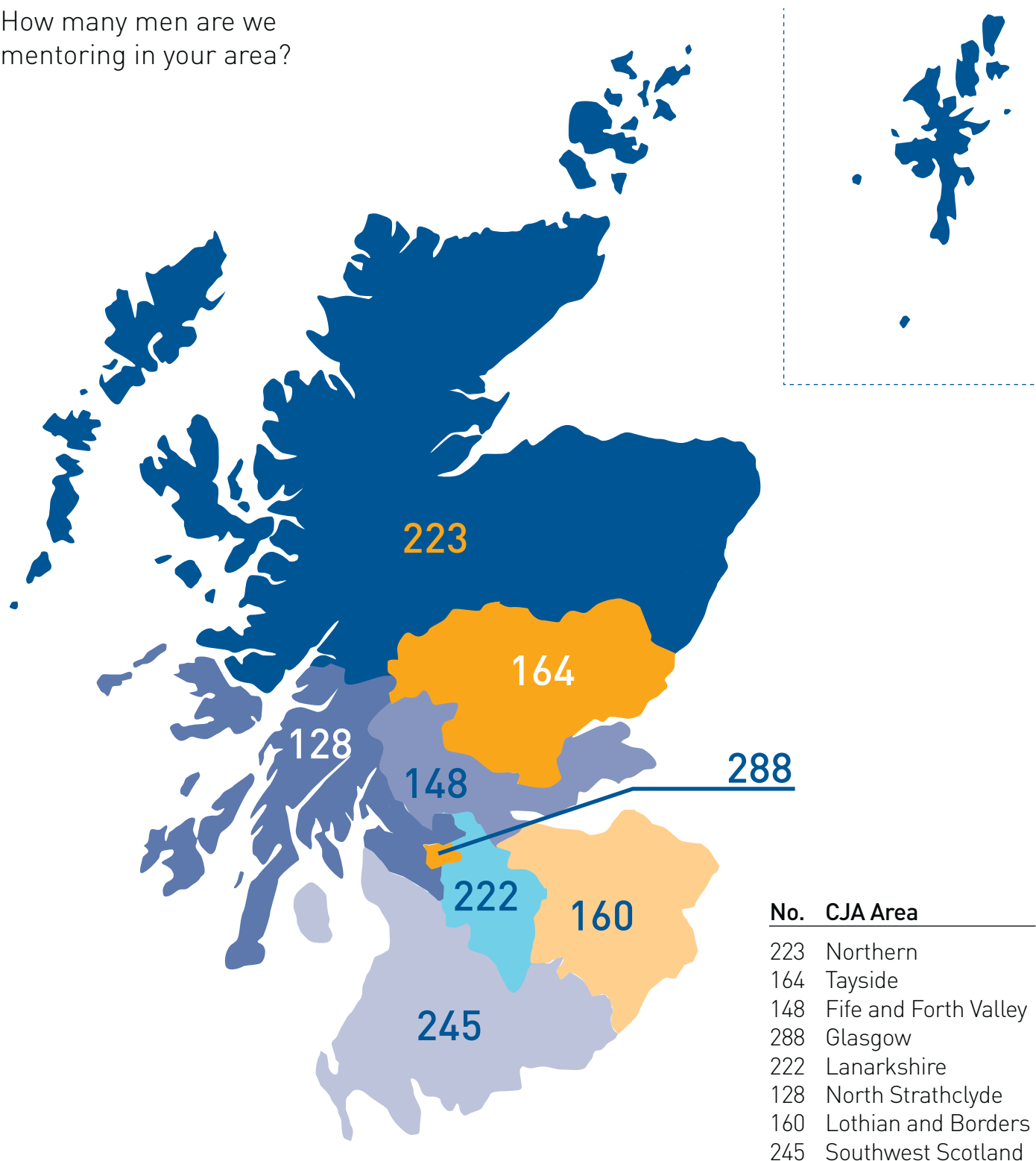
New Routes mentoring service is available in **8** CJA areas



# NEW ROUTES IN FIGURES

April 2013 up to March 2015

How many men are we mentoring in your area?



# IAN'S STORY

Ian pledges that this is his last sentence and has been actively engaging with New Routes to turn his life around.

Ian signed up to New Routes in January 2014. He was facing difficulties with alcohol addiction, family issues and long-term unemployment. He had not actively engaged with the service after his release and he quickly returned to prison.

During his second custodial sentence Ian had family issues that he was unable to assist with. This included the loss of his grandmother and because he was in prison he was unable to attend her funeral, which was Ian's lowest point. He decided that this was going to be his last sentence.

His dad picked him up from HMP Barlinnie and took him home on his release and Ian arranged to meet with his mentor. When his mentor confirmed the appointment his dad admitted that he thought that Ian would have gone straight home to drink and was surprised that he was seeking help.

From this point on Ian maintained weekly contact and has never failed to attend his appointments, which are often early starts. He has secured casual employment doing a bit of labouring with his dad when extra help is needed. He is showing that he wants to better himself and has completed an application for ILA funding to pay for CSCS training.

His family life is going well. Ian seems settled with his partner and they are moving to another area to make a fresh start.

This time Ian is determined to stay out of prison. He readily accepts help and is completing agreed tasks straight away – something he had never done before. Ian admits that alcohol is still part of his life but he is making an effort to reduce his drinking levels.

Work is now his main focus. He wants to provide a good life for his family in the same way that his parents did for him when he was growing up. He is hoping that his family will begin to believe in him and see that things are changing for the better.

# ROBBIE'S STORY

Robbie's mentor makes full use of the specialist support partners to help him to address his pattern of reoffending.

Robbie is a 21 year old man with a prolific history of offending, currently serving eight months for theft and breach of the peace. Robbie has spent a large part of his life in care and is on protection in HMP Barlinnie.

During the initial meeting with his mentor Robbie was reluctant to share any information and was not opening up at all. One area of concern that was highlighted in his personal release plan was Robbie's mental health.

Robbie stated that he suffered from depression and anxiety and was on medication. His mood was low and he was receiving no support for this. Although Robbie admitted he misused alcohol and drugs, he did not at this point relate this to the condition of his mental health.

Robbie's mentor felt that he would benefit from the services of a dedicated mental health team and encouraged him to engage with their services. Robbie agreed to this and his mentor set up a mental health assessment with SAMH.

Robbie's mentor contacted SAMH to provide them with as much information and background as he could before the assessment. He accompanied the worker from SAMH to Robbie's initial assessment to introduce them. Following the meeting SAMH contacted Robbie's mentor to inform him that the meeting went well and that they would work directly with him.

Robbie told his mentor that the meeting went well and that he was pleased to be working with SAMH. Robbie's mentor still felt that he had to think about his history of offending and how it was directly related to his misuse of alcohol and drugs.

Robbie eventually agreed to allow his mentor to engage with addiction services. Their aim was to get Robbie allocated an addiction care manager, which will allow him to access a community rehabilitation day care setting. Robbie is currently waiting on a referral to Addaction addiction services.

Robbie's mentor hopes that by addressing his addiction and mental health issues, he will break his cycle of offending.

# JOHN'S STORY

A New Routes mentor faces a tough challenge to find accommodation for John on his release from prison.

John is 25 years old and has been caught up the cycle of re-offending for eight years. He engaged with the New Routes mentor in HMP Barlinnie when he was at the end of a 10 months sentence. Accommodation was John's biggest worry. He did not want to go back to his home in Paisley, as he feared for his safety.

On his release John was met at the gates by his mentor who took him to find somewhere to stay in Glasgow. Unfortunately there was no available accommodation and John had no proof that he had ever lived in Glasgow, so his only option was to return to Paisley. John was very distressed at this situation.

His mentor then took him to various homeless teams but kept getting a similar response. Eventually after an upsetting and frustrating day, John's mentor took him to a friend's house for the night. John had no telephone number or contact details so his mentor asked him to come in to see him at the Wise Group on the Monday morning to update him on his situation. John failed to attend that meeting and his mentor was unable to contact him.

Eventually a week later John came to the Wise Group offices. He was extremely dishevelled and dirty as he had been sleeping rough. He hadn't called because he had been embarrassed that he had failed to turn up as arranged after everything the mentor had done for him.

Together they decided to go to the Legal Services Agency, a drop-in service where homeless people can access a solicitor. After hearing his story Legal

Services gave John a letter designed to obligate an agency in Glasgow to offer him temporary accommodation.

They went to the emergency homeless accommodation team and based the letter from Legal Services a homeless application form was completed. The advisor told them this was not a guarantee of accommodation. At this point John said he would be better off going back to prison. Eventually that evening at 7pm John was offered temporary accommodation.

This is just one example of the challenges faced by customers leaving prison. John was one of the lucky ones. He has ongoing support from the New Routes mentor and has made a choice not to re-offend. John has shown considerable resilience under very difficult circumstances but the team has high hopes that they can assist him towards a better future.

# DAMM THOSE BOYS ARE GOOD!

Nine New Routes customers train to be drainage operatives and they love it!

It is widely recognised that skills and the readiness for work are key factors in helping ex-offenders access employment. It is also known that there is considerable evidence that ex-offenders who get and can sustain employment are less likely to re-offend.

One of the major stumbling blocks is the willingness of many employers in all sectors to recruit people with an offending background.

DAMM Environmental is one of the exceptions.

DAMM is one of the leading independent drainage and environmental companies in Scotland. As well as drainage repairs they carry out CCTV pipeline inspections, graffiti/gum removal and high pressure water jetting. They are the only drainage company in Scotland that has their own training facilities. They recently recruited nine New Routes customers on to a four week intensive training programme.

Before being accepted on to the programme the customers went through a thorough selection process with the Wise Group. This started with mentors identifying customers that they felt would be the most suited and were genuinely committed to working in this area of work.

They were then invited to DAMM for an interview. The staff at DAMM were honest with them about the type of work and what was involved in drainage services. This approach meant that all the customers stayed on the programme for the duration.

The four week training programme included all aspects of health and safety as well as the basic skills required for the drainage services industry. The first two weeks was classroom based and then in weeks three and four the trainees went out to live jobs to gain work experience.

DAMM was willing to offer employment to as many of the nine that completed the training as they could and committed to help find employment for all those that successfully completed the course. Four of the customers are now employed by DAMM and two are employed by Clearwater solutions. Two others have moved on to further training and one has had three job interviews to date.

“The boys from New Routes have more than exceeded our expectations, in attitude, behaviour and commitment. Hopefully this is just the start of a working relationship with New Routes and DAMM Environmental.” **Bruce Taylor, Director DAMM Environmental.**

“We are grateful for this opportunity, this has got us all into a working routine and we have thoroughly enjoyed it so far.” **New Routes customers.**



## CONTACT US:

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The Wise Group is working towards Equal Opportunities and  
welcomes applications from all sectors of the community.

**NEW ROUTES KEY PERFORMANCE INDICATORS**  
**1 APRIL 2013 TO 31 MARCH 2015**

<b>Pre-release</b>	<b>The Wise Group</b>	<b>Turning Point Scotland</b>	<b>Apex</b>	<b>Sacro</b>	<b>Circle</b>	<b>YCSA</b>	<b>Project Totals</b>
KPI 1 Count Referrals	<b>1,049</b>	<b>150</b>	<b>196</b>	<b>183</b>	N/A	N/A	1,578
KPI 1 Target 95%	100%	100%	100%	100%	N/A	N/A	100%
KPI 2 Count Starts	<b>937</b>	<b>107</b>	<b>142</b>	<b>135</b>	N/A	N/A	1,321
KPI 2 Target 95%	89%	71%	72%	74%	N/A	N/A	82%
<b>Liberated from Prison</b>	<b>601</b>	<b>142</b>	<b>95</b>	<b>176</b>	<b>59</b>	<b>17</b>	<b>1090</b>
KPI 3 Count Engaged post-release	<b>403</b>	<b>83</b>	<b>54</b>	<b>96</b>	<b>40</b>	<b>13</b>	<b>689</b>
KPI 3 Target 70%	67%	58%	57%	55%	68%	76%	63%
KPI 4 Count Engaged with other services	<b>339</b>	<b>71</b>	<b>42</b>	<b>64</b>	<b>34</b>	<b>8</b>	<b>558</b>
KPI 4 Target 80%	84%	86%	78%	67%	85%	62%	81%
KPI 5 Count Improving Circumstances	<b>248</b>	<b>45</b>	<b>30</b>	<b>23</b>	<b>15</b>	<b>4</b>	<b>365</b>
KPI 5 Target 70%	73%	63%	71%	36%	44%	50%	65%

**NEW ROUTES KEY PERFORMANCE INDICATORS MARCH 2015: Prisons**

**NEW ROUTES KEY PERFORMANCE INDICATORS**  
**1 APRIL 2013 TO 31 MARCH 2015**

<b>Prison</b>	<b>Partner</b>	<b>Referrals</b>	<b>Starts</b>	<b>Conversion Rate</b>	<b>Liberated</b>	<b>Engaging</b>	<b>Conversion Rate</b>
Addiewell	The Wise Group	196	164	84%	130	81	62%
Barlinnie	The Wise Group	409	371	91%	311	201	65%
Dumfries	TPS	28	24	86%	21	13	62%
Edinburgh	Sacro	128	86	67%	60	33	55%
Glenochil	Sacro	35	32	91%	27	18	67%
Grampian	TPS	88	58	66%	49	31	63%
Greenock	The Wise Group	67	60	90%	50	28	56%
Inverness	TPS	47	38	81%	27	19	70%
Kilmarnock	The Wise Group	112	109	97%	101	78	77%
Perth	Apex	180	124	69%	104	53	51%
Polmont	The Wise Group	288	255	89%	210	134	64%
<b>Totals</b>		<b>1,578</b>	<b>1,321</b>	<b>84%</b>	<b>1090</b>	<b>689</b>	<b>63%</b>

**NEW ROUTES KEY PERFORMANCE INDICATORS MARCH 2015: Community Justice Authority Areas**



**NEW ROUTES KEY PERFORMANCE INDICATORS**  
**1 APRIL 2013 TO 31 MARCH 2015**

Local Authority Area	Referrals	Starts	Conversion rate	Liberated	Engaging	Conversion rate
Fife & Forth Valley	148	122	82%	98	53	54%
Glasgow	288	264	92%	230	151	66%
Lanarkshire	222	193	87%	152	89	59%
Lothian & Borders	160	115	72%	89	51	57%
Northern	223	163	73%	126	77	61%
North Strathclyde	128	115	90%	96	68	71%
South West Scotland	245	228	93%	204	145	71%
Tayside	164	121	74%	95	55	58%
<b>Totals</b>	<b>1,578</b>	<b>1,321</b>	<b>84%</b>	<b>1,090</b>	<b>689</b>	<b>63%</b>

- Across the partnership we are experiencing general improvements. KPIs 3, 4 & 5 in particular, have continued to improve which indicates successful work has been carried out by the mentors with those customers who continue to engage post liberation.

## **NEW ROUTES KEY PERFORMANCE INDICATORS**

### **1 APRIL 2013 TO 31 MARCH 2015**

- Points of particular note demonstrate healthy increases in KPIs 3, 4 & 5 from Turning Point, Sacro and YCSA. This is indicative of mentors becoming more familiar and comfortable with the CRM system.
- It is noticeable that, across the Partnership, we have now surpassed the target of 80% for KPI 4 and encouragingly there has also been a marked increase towards target of 70% in KPI 5. This would appear to be as a result of customers sustaining engagement with their mentors which also shows the longer the period of engagement the higher the likelihood of progress being made.
- As we enter Phase two of New Routes, it is clear from the current results for KPI 2 that further work has to be undertaken to increase the quality of customer relationships to ensure continued engagement post liberations.