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**Essex Restorative Justice Hub**

**Office of the Police and Crime Commissioner for Essex**

**Annual review**

**April 2016**

**Contents**

[**Executive summary**](#execsummary)…………………………………………………………………………………………………3

[**Introduction**](#intro)……………………………………………………………………………………………………………4

[**The Restorative Justice Process**](#rjprocess)…………………………………………………………………………………

[**Review of service objectives**](#review)……………………………………………………………………………………..

[**Aim 1: Test and implement the use of RJ within the existing criminal justice system**](#aim1)

**[Aim 2: Set in place operational components, partnerships and practitioner capacity](#aim2)**

**[and capability](#aim2)**………………………………………………………………………………………………………

[**Aim 3: Provide a service which results in high victim satisfaction**](#aim3)…………………………….

[**Aim 4: Everyone living in Essex who is involved in a crime or conflict will have the opportunity to request a restorative service**](#aim4)……………………………………………………………

[**Aim 5: Reducing the harm caused by crime or conflict**](#aim5)……………………………………………

[**Aim 6: Increased knowledge of Restorative Justice**](#aim6)…………………………………………………

[**Key performance data**](#kpi)………………………………………………………………………………………………

[**Referrer feedback**](#feedback)…………………………………………………………………………………………………….

[**Case outcomes**](#outcomes)…………………………………………………………………………………………………………

[**Lessons learnt**](#lessons)…………………………………………………………………………………………………………..

[**Financial statement**](#finance)………………………………………………………………………………………………….

[**Next steps**](#nextsteps)**………………………..***………………………………………………………………………………………*

[***Appendix 1 – 2016-17 Action Plan***](#actionplan)*……………………………………………………………………………..*

[***Appendix 2 – Case Studies***](#casestudies)*………………………………………………………………………………………..*

**Executive summary**

This report details the progress made by the Essex Restorative Justice (RJ) Hub during its first 12 months of operation. The RJ Hub encompasses the greater Essex area – Essex, Southend and Thurrock. Methods of analysis used in this report include both quantitative, for example statistics regarding referrals, and qualitative measures such as customer feedback and case studies.

The review finds that positive progress has been made against each of the original objectives of the pilot service and that a range of improvements have also been made to key service processes throughout the year. The service continues to maintain a high level of participant satisfaction with 73% of users reporting they are ‘extremely satisfied’ with the service and 88% of referring agencies reporting that the service realised positive outcomes for them. Furthermore this report highlights that the RJ hub is now a key and embedded service within the wider, local, criminal justice and community safety networks.

Finally this report also looks forward in terms of the key developments and improvements that are required for the service in year 2. Attached as ***Appendix 1*** is the service action plan for 2016-17 which focuses on areas such as the need to make the service more accessible, to promote and raise awareness of the RJ Hub and to improve internal and interagency RJ procedures.

**1. Introduction**

**1.1 Purpose of this report**

The purpose of this annual review is to reflect on the development and delivery of the Restorative Justice Hub since its inception in April 2015. This report focuses on a review of each of the 6 aims and objectives of the service, whilst documenting the achievements of the service over the last 12 months and setting a strategy and way forward for the forthcoming year.

**1.2 The National Restorative Justice picture**

Restorative Justice facilitates voluntary communication between those who have been harmed and those who have caused the harm in order for them to begin a process of reparation. The Government published its first RJ Action plan in 2012, which promised to address low awareness and increase capacity within existing restorative justice interventions. £30 million was raised from offenders to fund RJ from 2013-16 of which £23 million was distributed to PCCs to fund pre-sentence and victim-initiated RJ services and revisions were made in the Victim’s Code (2013), the Crime and Courts Act (2013) and the Offender Rehabilitation Act (2014) to make RJ accessible and available to victims at every stage of the criminal justice process.

**1.3 The Local Service**

**1.3.1 The Pilot and countywide rollout**

In 2014 the Police and Crime Commissioner for Essex commissioned a scoping report, carried out by Restorative Solutions, which, amongst other things, found that there was limited RJ provision in Essex. A Development Manager was recruited in December 2014 and a Strategic Group made up of senior officers from key partners agencies was set up to begin the development of a Restorative Justice Hub. Governance of the RJ programme sat with the Essex criminal Justice Board, with additional reporting into the Safer Essex Partnership.

The RJ Strategic Group agreed the best approach for the county was to develop a local pilot service, in the west of the county (including Epping, Harlow, Brentwood and Thurrock), and the remit of the pilot would accept referrals of crime or anti-social behaviour from any agency. A self-referral form was also added to the Police and Crime Commissioner’s website to allow victims to request RJ directly.

Volunteer facilitators were trained using the Restorative Solutions Practitioner Training Package and a Restorative Justice Coordinator was recruited in readiness for the launch of the Pilot in April 2015.

The pilot service ran for 6 months and was rolled out on a countywide basis in October 2015 and two launch events were held in the county to promote the new service. Management of the RJ Hub sits within the Office of the Police and Crime Commissioner (OPCC) and the OPCC has set aside an annual budget of circa £80k to deliver the service. In the main, the budget is used to fund the full time RJ Development Manager and the part time RJ Co-ordinator as well as covering expenses for the 24 volunteers that support the service.

**1.3.2 The local Restorative Justice process**

To safeguard participants and to ensure consistency of approach with the service the following 5-stage process is followed for all restorative justice interventions in Essex.

**1. Referral**

Referrals are submitted to the RH hub via agencies working with one or more party, or individuals can also self-refer.

**2. Consent**

Consent is sought, wherever possible, prior to a referral being submitted

**4. Facilitation**

Facilitators meet with each party to explain the Restorative Justice process and to seek agreement to participate. A secondary risk assessment is also undertaken.

**3. Risk Assessment**

An initial risk assessment is conducted before the case is allocated to a volunteer facilitator

**5. Communication**

An appropriate way forward (direct or indirect communication) is decided and agreed by parties and communication is facilitated

**1.3.3 Local Service Aims:**

As part of the development of the local service, the Strategy Group developed 6 key aims of the RJ Hub, they were;

***Aim 1:*** *Test and implement the use of RJ within the existing criminal justice system*

***Aim 2:*** *Set in place operational components, partnerships and practitioner capacity and capability*

***Aim 3:*** *Provide a service which results in high victim satisfaction*

***Aim 4:*** *Give everyone living in Essex who is involved in a crime or conflict the opportunity to request a restorative service*

***Aim 5:*** *Reduce the harm caused by crime or conflict*

***Aim 6:*** *Increase knowledge of Restorative Justice*

**2. Service Review**

**2.1 Review of service objectives**

This section outlines the progress made against each of the 6 key service objectives. Performance data and information has been included to demonstrate and evidence the successes achieved to date and to also help identify further improvements that are required in the forthcoming year.

**AIM 1: Test and implement the use of RJ within the existing criminal justice system**

**Key achievements**

**Community Resolutions:** The most significant integration of RJ services into the criminal justice system is evident in the Community Resolution disposal system used by Essex Police. These are used in cases involving a low level crime or incident of anti-social behaviour as an out of court disposal and involve the victim choosing an outcome from a list of options, 3 of which are addressed by the RJ Hub. The form also includes instructions to Police Officers regarding how to refer the case on to the RJ Hub if one of these options was chosen. Discussions have been had with Police Custody Units in order to avoid missing those individuals who are released from police custody with no further action.

**Prison interventions:** Progress has been made with HMP Chelmsford, with the RJ Hub having trained 2 members of prison staff as facilitators and the Offender Management Governor now also sits on the RJ Strategic Board. We have since managed 5 cases in which one party is residing in HMP Chelmsford. Discussions have been had with the prison as to how to best encourage referrals from staff and prisoners at HMP Chelmsford and this will form part of the action plan.

**CPS:** Restorative Justice is a regular item on the Local Action Group agenda meetings in Brentwood, the Safer Essex Board and local Community Safety Partnership meetings. Housing departments in councils and private housing associations are also increasing their referral numbers as a result of receiving the RJ awareness training. More agencies are referring to mediation prior to considering police or eviction action on their tenants, which is helping to reduce the workload and pressure on Essex Police and Councils.

**EFRS:** Essex Fire and Rescue Service are increasingly becoming involved in community safety and engagement work and have developed a strong relationship with the RJ Hub. This partnership has led to an expansion of the Fire Service’s ‘Firebreak’ course (which teaches young people basic fire fighting skills as well as increasing their confidence and social skills) to incorporate restorative approaches in some of its courses. As a result ‘Restorative Firebreak’ work has begun with 2 selected secondary schools in Essex in order to allow them to implement restorative practices[[1]](#footnote-1). The action plan will include development of restorative schools in Essex.

**Areas to improve in 2016-17**

**Wider Criminal Justice System:** Despite Essex Community Rehabilitation Company (CRC) and Victim Support having representatives on the implementation group, numbers of referrals from these agencies has been low. Further work and training will be scheduled to increase awareness of when and how these agencies can refer cases to the RJ Hub. Despite invitations being sent to the National Probation Service (NPS) to attend the Strategy Group, no referrals have yet been received from the NPS. This is a further area to strengthen and referenced in the attached action plan. Going forward, an engagement strategy will be developed for 2016-17.

**AIM 2: Set in place operational components, partnerships and practitioner capacity and capability**

**Key achievements**

**Implementation group:** During the pilot phase an Implementation Group was set up with representatives of key stakeholders from partner agencies including Police, Fire Service, Victim Support and Community Safety Partnerships. This group helped develop an RJ Information Sharing Agreement which has led to an increase in the number and quality of referrals. Following the rollout of the service the Information Sharing Agreement was amended but is currently awaiting sign-off by the Board.

**OPCC Annual Conference:** The RJ Hub ran 2 workshops at the OPCC annual conference in January 2016. The workshops focussed on using RJ with hidden harms such as domestic and sexual abuse and aimed to change perceptions that it is not suitable in these cases.

**Prison Service collaboration:** Improved partnership working on this agenda has also allowed for shared resources, for example training for HMP Chelmsford staff, to enable the RJ Hub to have access and pass messages to prisoners, saving facilitators time and reducing expense claims.

**RJ Training:** Since April 2015, 36 people have received RJ practitioner training of which 28 were volunteers, 2 from the Prison Service and 6 representatives from the Essex Fire and Rescue Service. 24 of the 28 volunteers are still actively working with the hub. Having the benefit of the Development Manager being a trained RJ trainer, the service saved close to £18,000 on training costs. Furthermore, 70 members of staff from across a range of organisations have been trained as ‘RJ Champions’ to help encourage referrals and act as a liaison between the Essex RJ Hub and their respective organisation. RJ awareness raising sessions have now been delivered to over 400 members of staff and volunteers across the county and 3 RJ Hub volunteers have also been trained to help deliver future sessions. As well as awareness sessions, information has been presented about Restorative Justice in meetings such as the Essex Community Safety Network and Safer Essex.

**Areas to improve in 2016-17**

To ensure Information Sharing agreement is signed off by the Board and to facilitate improvements in inter-agency working with those organisations that are under-represented in terms of the referrals to the RJ Hub.

**AIM 3: Provide a service which results in high victim satisfaction**

**Key achievements**

Following each successful outcome (direct or indirect communication between parties) participants are contacted to complete an evaluation form. Following the pilot evaluation, it became clear that although the aim looked at satisfaction rates, the question ‘how satisfied are you’ was not asked. This question has subsequently been added to the evaluation.

Of the 10 cases that resulted in communication between parties, 23 participants completed the participant evaluation. The feedback that we received was positive, with the following highlights;

* **72%** of participants were ‘extremely satisfied’ with the overall RJ Service
* **85%** said that they felt as though the process had resulted in a positive outcome for them.
* **100%** of respondents said they ‘would you recommend RJ to others’.

As part of the evaluation process, participants also have the opportunity to share with us any additional comments they may have about the service. Below is a selection of those comments.

“It was well managed throughout, the structure behind it and the complete absence of blame. Relieved that it might finally bring an end to the feud and peace can be restored!”

“I would say to other people ‘give it a go. You have nothing to lose’”

‘[I] really didn’t want to do it but it worked out beautifully for me’

**AIM 4: Everyone living in Essex who is involved in a crime or conflict will have the opportunity to request a restorative service**

**Key achievements**

**Access to the service:** Since the launch of the pilot, referrals have steadily increased from agencies such as Essex Police and Housing providers. Details of referral numbers is available in section 2.2. As outlined in the pilot evaluation, all victims who have their case dealt with through a community resolution should be offered restorative justice. As part of a separate piece of research undertaken by Essex Police and the Office of the Police and Crime Commissioner, randomly selected victims who undertook a community resolution were contacted about their experience. 60% of those selected had chosen ‘words of warning or advice from Essex Police’ as their option with over a third stating that this was the only option they were offered.

**Publicity:** The service has been promoted to the public through a range of social media, restorative justice agencies such as the Restorative Justice Council, and on local radio and newspapers. A self-referral mechanism is also available through Frontline, an online service for the public and professionals. During the rollout of the countywide scheme, which encompassed International RJ week, the RJ Hub worked alongside the Youth Offending Services to hold information stalls in shopping centres and deliver short sessions to the public to increase awareness and encourage more self-referrals.

**Schools referrals:** During the pilot phase of the Essex RJ Hub, the decision was made not to accept referrals from schools to reduce the risk of overwhelming the service. The rollout phase widened the criteria of referrals to include these referrals and have since received 3 referrals involving schools. **Referrals from offenders:** Despite MOJ guidanceand fundingbeing focussed around the victim, the Implementation Group took the decision to also accept referrals from offenders to contribute to reducing reoffending and to ensure victims are offered RJ. Further work needs to be done with Essex Community Rehabilitation Company to ensure that RJ is being offered to those on their caseloads and awareness sessions are beginning to be delivered to CRC teams. HMP & YOI Chelmsford will also continue to attend strategic meetings to further increase referrals from the prison service.

**Areas to improve**

**Domestic and sexual abuse:** The Essex RJ Hub does not currently accept referrals relating to incidents of domestic and sexual abuse/violence which is, in part, due to a lack of volunteer and practitioner experience in delivering RJ to such high risk individuals. This area of referral will remain under review and consideration will be given to this in 2016-17.

Further research will also be undertaken to look into whether victims taking part in a community resolution are consistently being offered restorative justice and a performance measure will be introduced. A communications plan will also be developed to continue to raise awareness of, and referrals to, the service.

**AIM 5: Reducing the harm caused by crime or conflict**

This is a two part aim, with the first part being ‘***a service which reduces the harm caused to victims****,* being addressed under aim 3. The second part relates to *a* ***reduction in reoffending****.* Discussions with Essex Police, CRC, NPS and CSPs will continue in order to collect reoffending figures for those who have completed a restorative intervention and the detail of this work has been included in the Action Plan for 2016-17.

**AIM 6: Increase knowledge of Restorative Justice**

**Key achievements**

**Local resident/community groups:** The RJ Development Manager has been attending residents and local group meetings throughout the life of the service to increase awareness and request feedback from people living in Essex. These groups include Quaker and University of the Third Age meetings, residents groups and local council meetings, reaching out to over 300 residents. The RJ Hub will continue to attend these key public meetings to further promote the service. **International Restorative Justice Week:** TheRJ Hub, in partnership with the Essex and Thurrock’s Youth Offending Services, delivered RJ awareness sessions and a full day ‘RJ facilitation skills’ workshop for the public, as well as 5 public information stalls held in busy shopping centres throughout the county. Despite publicising the events widely take up was unfortunately quite low and the second scheduled facilitation workshop was cancelled due to lack of interest. **Leaflets and posters:** 4,000 leaflets (which were amended following feedback from the pilot phase) and 150 posters distributed to agencies to display for their staff and clients to help raise awarnesss of the RJ Hub and services offered.

**Media:** Local media such as radio and newspaper have been engaged as part of the promotional work undertaken by the RJ Hub. The service is also promoted during professional and public meetings by Police and Crime Commissioner who also opened the launches of the pilot and rollout.

**Areas of improvement**

A communications plan will be created in order to ensure that promotion to the public, and relevant staff continues to be delivered frequently and consistently across the county. Planning for International Restorative Justice Week will begin much sooner to enable sufficient time to promote the events and result in a higher turnout.

**2.2 Key performance data**

The following section summarises the key performance data and outputs relating to the service.

**Referrals**

The below tables illustrate the referral data by location and by referring agency. The area with the highest number of referrals was Chelmsford, with Essex Police referring the most cases. Many areas have had a low number of referrals such as Southend and Tendring (only having sent one referral each) despite both of these areas having had more crime reported than Chelmsford[[2]](#footnote-2). The action plan identifies ways the service will increase referrals from those agencies that are currently under-represented.

|  |  |  |  |
| --- | --- | --- | --- |
| **Referrer** | **Pilot** | **Rollout** | **Total** |
| Police | 12 | 15 | 27 |
| Housing | 5 | 21 | 26 |
| Self | 5 | 2 | 7 |
| Other | 1 | 3 | 4 |
| Victim Support | 2 | 1 | 3 |
| School | 0 | 3 | 3 |
| HMP | 2 | 1 | 3 |
| Witness Care | 1 | 1 | 2 |
| CRC | 1 | 0 | 1 |
| Council | 0 | 1 | 1 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Area** | **Pilot Phase** | **Following Rollout** | **Total** |
| Chelmsford | 3 | 16 | 19 |
| Harlow | 7 | 5 | 12 |
| Thurrock | 4 | 7 | 11 |
| Epping | 5 | 4 | 9 |
| Brentwood | 2 | 3 | 5 |
| Basildon | 1 | 3 | 4 |
| Colchester | 2 | 2 | 4 |
| Braintree | 1 | 2 | 3 |
| Rochford | 1 | 2 | 3 |
| Uttlesford | 0 | 2 | 2 |
| Castle Point | 0 | 1 | 1 |
| Tendring | 0 | 1 | 1 |
| Southend | 0 | 1 | 1 |
| Maldon | 1 | 0 | 1 |
| Out of county | 1 | 0 | 1 |

**2.3 Case Outcomes**

Of the 77 cases we accepted as referrals, the following outcomes were recorded:

|  |  |  |
| --- | --- | --- |
| Case Outcome | Number | Percentage |
| Declined | 33 | 62% |
| No outcome | 10 | 19% |
| Conference | 6 | 11% |
| Indirect | 4 | 8% |

Cases closed as having ‘no outcome’ were those in which it was not possible to progress due to participants who were unable to be contacted or those who did not respond to RJ communication. ‘Declined’ cases are ones where either party declined to take part in the service or where the RJ Hub declined accept the case.

Following discussion with volunteer facilitators, it became clear they were becoming frustrated at travelling to home visits only to have the participant decline due to misunderstanding what was expected of them. As a result of this the RJ Hub now contact each participant via phone to clearly explain what will be expected of them should they take part along with what they can expect from the service. This has also helped the RJ Hub to better identify ‘closed cases’ where participants have declined the service which in turn has led to a saving in volunteer time. Further training for volunteers will also be organised to address mediation skills, specifically around meeting the needs of neighbours in dispute.

**2.4 Referrer feedback**

To ensure that the service is beneficial to other organisations, feedback forms were sent to all referrers asking them to rate the service, across a number of areas, out of 5. 8 completed forms were received and the results of this feedback are outlined in the table below.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Question asked** | **Pilot satisfaction rating** | **Rollout satisfaction rating** | **Overall satisfaction rating** | **Sample of comments made by referrers** |
| How would you rate the referral process? | 90% | 100% | 95% | “*The process is easy and flexible to suit the circumstances of each individual case”* |
| How would you rate the Initial Response received from the Restorative Justice Hub? | 95% | 90% | 92% | *“I have made three referrals and all have had a very quick initial email contact from the RJ Hub”.* |
| How would you rate how well you were kept updated on the case | 85% | 95% | 90% | *“Weekly updates sent through by the facilitator. Very good communication”* |
| How would you rate the effectiveness of this as an outcome for you? | 80% | 100% | 88% | *“Just by the RJ Hub speaking to both parties independently this does appear to have had a positive outcome on the situation”* |

The responses detailed above indicate that the RJ Hub has created a referral process which is simple and easy to use but, moving forward, the RJ Hub will explore ways of making the referral form more easily accessible by adding it to Police, Victim Support and the Essex Victims Gateway websites. The satisfaction rate with the initial response has decreased since the pilot phase and it is felt that this is as a result of insufficient resources within the hub to respond to increased demand. Extra training sessions have been provided to the volunteer facilitators and a timeline has been produced to ensure that they understand the importance of updating the referrer and participants in a timely manner. The newly implemented case management system now includes ‘update referrers’ as an activity in each case which serves as a reminder.

In addition to the above questions, referrers were also asked if they would refer cases in future, to which 100% of respondents said that they would. Referrer responses are also shared with facilitators to enable them to see that their work is appreciated.

**2.5 Lessons learnt**

Throughout the last 12 months, the Essex Restorative Justice Hub has made major steps towards becoming an established part of the criminal justice and wider community safety system in Essex.

**Successes**

* The success of the Pilot phase was a notable achievement, leading to a county-wide rollout.
* One case taken during the pilot phase was so successful that the victim and his mother volunteered to speak both during a radio interview and at both of the rollout launch events
* Full details of this case can be found towards the end of this report.
* The success of the pilot led the Essex RJ Hub to apply for the Restorative Justice Council’s Restorative Services Quality Mark (RSQM) which is an accreditation to demonstrate that the service complies with the Best Practice Guidelines for restorative practice and delivers a good and efficient service for victims.

**Dealing with negative feedback**

* The RJ Hub received a complaint that the participant felt as though the facilitator had not taken her wishes into consideration and that progress was too slow. The RJ Development Manager visited the participant and discussed the issues. The length of time that the case had taken was due to many factors beyond the control of the facilitators, including a reluctance to agree on a suitable way forward by participants. An action plan was made with the participant for a way forward and the facilitator in question was spoken with. The result of this discussion was a satisfied participant and a learning point for the facilitator involved in the case. The case is now going forward using indirect mediation.
* A feedback form from a referrer suggested that the facilitator had not updated them as often as they would have liked. RJ Hub staff contacted the referrer to discuss the feedback, and explained that facilitators now have a timeline to ensure that they update referrers and parties at determined points in the case. The referrer felt that this was a satisfactory response and suggested they would monitor this on future cases.

**3. Financial statement**

The RJ Hub is funded in full by the office of the Police and Crime Commissioner and the table below provides a breakdown of the service spend for 2015-16.

|  |  |
| --- | --- |
| **Area of spend** | **Expenditure** |
| Staffing | £65,060 |
| RJ ‘Firebreak’ intervention | £16,000 |
| Courses and Training | £1,824 |
| Communication / Promotions | £5,575 |
| RJ Conferencing costs | £1,889 |
| IT and telephony | £3,600 |
| Volunteer expenses | £2,570 |
| **Total** | **£96,518** |

MOJ funding was £393,000 to implement RJ in 2015-16, although this funding was not ring-fenced and was free to be spent on other victim initiatives. As spending was under the predicted budget of just under £100,000, funding was available for Restorative Firebreak and a Case Management system.

**4. Next Steps and Action Plan**

Attached as ***Appendix 1*** is the RJ Action Plan for 2016-17 which brings together the actions and service improvements that were identified as part of this review. A summary of the key actions is outlined below.

1. **Provide a safe and efficient service**

* Achieve the Restorative Justice Council’s Restorative Services Quality Mark (RSQM).
* Increase numbers of returned feedback from participants

1. **Everyone living in Essex who is involved in a crime or conflict will have the opportunity to request a restorative service**

* Implement RJ into schools in Essex
* Make the self-referral form more easily accessible to victims.

1. **Implement RJ within the existing Criminal Justice System**

* Work to further promote RJ opportunities within CJS agencies

1. **Increase knowledge of RJ**

* Identify areas with low referral numbers and use a communications plan to address this
* Ensure consistent messages are delivered across the county using a communications plan

1. **Reduce the harm caused by crime or conflict**

* Develop a process to measure reoffending rates

1. **Set in place operational components, partnerships and practitioner capacity and capability**

* Complete an information sharing agreement for partners
* Increase volunteer skills
* Develop a training plan to ensure consistent awareness and skill across the county.

The action plan will be reviewed in regularly by the strategic group and actions will be delivered by the RJ Hub with the support of the champions and operational groups.

**Appendix 1 – 2016-17 RJ Action Plan**

|  |  |  |  |
| --- | --- | --- | --- |
| **Action** | **Deadline** | **Comments** | **Progress rating** |
| Aim: Everyone living in Essex who is involved in a crime or conflict will have the opportunity to request a restorative service | | | |
| Introduce Restorative Practices to Ormiston Rivers Academy (Burnham on Crouch) and Sandon School as a pilot scheme. Improve and develop this process with a view to rolling out to other schools in Essex in 2017 | March 2017 | Initial discussions have been had with both schools following pupils attending the Essex fire and Rescue Service's Restorative Firebreak course. Pupils have been identified to act as mediators in their respective schools and an implementation plan is currently being drafted. | Amber |
| Implement the Restorative Justice self- referral form onto partner agencies websites such as CRC, Victim Support, Essex Police and the Victim's Gateway to allow easier access of the service to victims | October 2016 | The RJ Strategic and Operational groups will be used to identify appropriate methods | red |
| Implement RJ within the existing Criminal Justice System | | | |
| Promote and offer RJ in Police custody suites to ensure that those who are released with no further contact with the CJS are still offered the opportunity to take part. | October 2016 | Initial meetings have been had at Chelmsford Custody suite with some initial ideas for promotion of the service. These will be followed up and developed into a plan to be implemented by the end of 2016 | Amber |
| Promote and offer RJ to all prisoners residing at HMP/YOI Chelmsford who are eligible for RJ. Train staff to recognise when an RJ referral would be appropriate and how to refer. Written processes and evidence to demonstrate RJ implementation into current practices | March 2017 | Work with prison staff and Governors on the strategic and operational groups to develop a plan to be implemented by 2017 | Amber |
| CRC staff to offer RJ to all cases where they feel it is appropriate and to have written processes and evidence in place to demonstrate RJ implementation into current practices | March 2017 | work with CRC staff on the strategic and operational groups to develop an implementation plan to be implemented by 2017 | Amber |
| NPS staff to offer RJ to all cases where they feel it is appropriate and to have written processes and evidence in place to demonstrate RJ implementation into current practices | March 2017 | A member of NPS staff has agreed to attend the strategic group meetings and this development will form the basis to implement RJ into existing NPS practices. | red |
| RJ practices to be embedded into current practice at Crown and Magistrates courts. | March 2017 | Courts will be approached to discuss current practice and where and how RJ can be implemented | red |
| Integrate the work of the RJ Hub with the new partnership Community Safety Hubs | March 2017 | Initial discussions have been had around what this process will look like and this will continue to be developed |  |
| Increase knowledge of RJ | | | |
| A communications plan will be put in place to ensure consistent messages are delivered throughout the county regarding the availability of the RJ Hub | October 2016 | A communications plan will be developed to ensure messages relating to RJ are delivered to encourage self-referrals and to increase public awareness. The plan will also include International RJ Week so activities are properly planned and managed. | red |
| A plan to identify areas and organisations with low referral rates will be developed and approached to allow any blockages to referrals to be addressed | October 2016 | A performance dashboard will be created to identify gaps in referrals, as well as performance management. | Amber |
| Processes will be improved until at evaluation returns are at least 70% | March 2017 | feedback from facilitators and participants will inform process amendments to find an optimal level of participants feedback volume | Amber |
| Reduce the harm caused by crime or conflict | | | |
| The reoffending rate of RJ participants will be measured | March 2017 | processes to receive reoffending information will be developed with referring agencies to inform the performance dashboard | red |
| set in place operational components, partnerships and practitioner capacity and capability | | | |
| The information sharing agreement will be signed by all relevant partners | March 2017 | The ISA will need to be amended as suggested by Shirley Kennison (NPS). It will then be sent to sign by all partners and chased up until completed | amber# |
| a training plan will be created to ensure consistent awareness sessions across the county | July 2016 | RJ Champions will help to inform which teams, agencies and areas require training | `red |
| Volunteers will attend at least one CPD training session per year to improve and develop their skills | March 2017 | Volunteers will be approached for training course suggestions and these will be arranged considering skills needed and volunteer interest. | amber |

**Appendix 2 – Case Studies**

*All case studies have been anonymised*

**Case Study 1: Criminal Damage - Halstead**

Carl\*, age 15, walked into the Police station to hand himself in. He had got drunk with his friends, and on his way home had kicked the wing mirrors off two cars. Carl awoke the next morning feeling guilty and wishing he could do something to repair the damage. After talking to his mum about what he had done, they went to the station together and explained what had happened. The Police Officer referred it to the RJ Hub, who contacted both victims and Carl and offered restorative justice.

One victim, Paul\*, requested a letter of apology and the payment of his insurance excess (£150) and the other, Richard\*, requested a face to face meeting. Carl was very keen to repay the cost of the damage and was pleased to have had the opportunity to do so.

Carl wrote a heartfelt apology to Paul explaining how he was deeply ashamed of himself and that he was looking for a job in order to earn the rest of the cash to pay Paul and Richard back.

RJ Hub facilitators arranged a meeting between Richard and Carl and his mum. The meeting was very emotional, with Richard accepting an apology from both Carl and his Mum and repayment of £150 from the sale of Carl's PlayStation. The meeting finished with a cup of tea and a chat about Carl's schooling with Richard wishing him well for the future and thanking him for admitting his actions and repairing the harm he caused.

Initial feedback to facilitators was that RJ had had a very positive impact on all involved.

**Case Study 2: Assault – Harlow**

Anthony\* was walking home from the shop with his friend when a group of boys approached him and started to shout and call them names. One of the boys grabbed Anthony by the neck, causing some injury. Anthony managed to get free and ran home, where he called the Police.

The Police officer offered a community resolution, and Anthony requested an opportunity to meet him, when the RJ facilitators visited Anthony, he said he wanted to look the other boy in the face and see if he was sorry.

Facilitators met with the assailant, Jack\*, who was very resentful and explained how he had got a job and was learning mechanics since the incident. He was keen to meet Anthony and apologise.

The meeting took place soon after, and although Anthony was supported by his mum, Jack decided to come alone. Both boys explained in their own words what had happened and Jack apologised to both Anthony and his mum as soon as he walked into the room. Anthony expressed that he was worried about Jack’s friends but after talking with Jack said he felt confident to go out again. Anthony’s mum told Jack she was proud of how far he had come since the assault, and that she was pleasantly surprised by the boy in front of her.

After the meeting, Anthony told the RJ Hub that he had slept well for the first time since the assault and his mum was no longer calling to check up on him whenever he was out of the house with his friends. Jack said the process had a positive impact on him and he was glad he had agreed to do it.

1. *evidence demonstrates that restorative schools experience lower rates of student offending and risk-taking behaviour such as alcohol and drug use, early sexual encounters and suspension and expulsion from school (Chuck Safler, 2011)* [↑](#footnote-ref-1)
2. based on Police.uk figures from February 2016 [↑](#footnote-ref-2)