

Essex RJ Hub pilot guidance manual



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Introduction

What is Restorative Justice?

Restorative Justice (RJ) has many definitions, although is widely recognised as a process which repairs the harm caused following a crime or conflict. RJ recognises that wrongdoing isn't committing a crime against the state, it is any act which causes harm to another. The focus of RJ is to repair this harm, and look forward to a solution, rather than focusing on punishment of offenders. This process allows victims a forum in which to describe the impact an incident or incidents has had on them and allows them to ask questions and gain meaningful answers and reparation. Offenders are encouraged to take responsibility for their actions and gain insight into the effects of their harmful behaviour on others, and to make a change.

The Essex Restorative Justice Hub

The Restorative Justice (RJ) pilot has been developed to introduce an RJ model in the West of Essex, aiming to test and implement the use of RJ within the existing Essex criminal justice system prior to rolling out across the rest of the county.

The OPCC, along with the Restorative Justice Implementation group have developed a model that incorporates a coordinated approach to improving and developing RJ provision across the county. This will be supported by information sharing practices, joint training opportunities and agreed aims and outcomes.

The pilot will launch in March 2015, operational in Thurrock and the West LPA (Epping Forest, Brentwood and Harlow). It will cover anti-social behaviour, community resolution outcomes and non-complex criminal offences. Exceptions to this will be sexual offending, pre-sentence cases, domestic violence, work in schools and family group conferencing. RJ will continue to be offered to youth offenders by the Youth Offending Teams and will work in partnership with the hub to ensure no gaps or duplication in service.

The pilot aims to set in place operational components, partnerships and practitioner capacity and capability with a view to develop RJ services across the rest of Essex, and Southend-on-Sea. Development and improvement of the service delivery and management will be at the heart of the pilot, to ensure a sustainable process throughout the county. [See appendix A for process maps]

The RJ Hub

Our vision (see appendix B for performance management documents)

The Essex RJ Hub exists to improve outcomes for victims and reduce reoffending by creating a co-ordinated, multi-agency restorative service.

The aims of the hub are:

1. *Provide a service which results in high victim satisfaction.* The hub aims for at least 90% of victims who have taken part in the process to feedback that they were satisfied with the outcome.
2. *Everyone living in Essex who is involved in crime or conflict will have the opportunity to request a Restorative Service.* The pilot will test the RJ concept and model to ensure effective and efficient processes are implemented across Essex, Southend and Thurrock. The pilot

phase will allow the Hub to develop, including extending its remit to include more complex cases and involvement at different stages of the criminal justice system.

3. *Reducing the harm caused by crime or conflict.* The aim of the RJ hub is not only to reduce the harm already caused by crime, but also to cut the amount of victims in Essex by lowering reoffending rates and preventing escalation.

The strategy has been developed by the RJ Implementation Group which is made up of key partners from the Office of the Police and Crime Commissioner for Essex, Essex Police, Thurrock Community Safety Partnership, Safer Harlow Partnership, Brentwood Community Safety Partnership, Epping Forest Community Safety Partnership, Victim Support, Essex Fire and Rescue Service, National Probation Service – Essex, Thurrock Youth Offending Service, Essex Youth Offending Service, Essex Community Rehabilitation Company and H.M.P/Y.O.I Chelmsford. An information sharing agreement exists between these agencies.

Projected Timescales

| | |
|-------------------------------------|--|
| Training delivered | 1 st February – 22 nd March 2015 |
| Pilot to go live | 31 st March |
| Conclusion of evaluation of pilot | 1 st October |
| Commencement of Countywide roll out | 1 st October |

The structure

The RJ pilot hub will be based at the OPCC and includes an RJ development manager, an RJ co-ordinator (who will commence 8th April), and a team of volunteer facilitators. See appendix C for job descriptions

Training

Training will be rolled out as follows

| | |
|--|--|
| Champions training (one day training sessions detailing what RJ is, and how the hub works. This training is for identified members of staff who will act as RJ SPOCs in their organisations) | Throughout February and March 2015 |
| Awareness training (60-90 minute briefings to front-line staff on what is RJ and how they can refer) | February/March 2015 (refresher training delivered throughout pilot as required) |
| Facilitator Training (3 day training for volunteer facilitators, from training provider Restorative Solutions) | 10 th -12 th and 20 th -22 nd March 2015 |

The process

Cases accepted

There are a number of circumstances in which a case can be appropriately referred to the RJ hub (see appendix D for referral criteria). Cases can be identified as eligible by using the referral form or CRA1 form (appendices E and F). The RJ hub cannot take cases involving domestic abuse, sexual offences or those involving youth offenders (although if the latter are received in the hub, they will

be sent on to the appropriate Youth Offending Service). Anyone can refer a case to the hub, although it is likely that the majority of referrals will come through the community remedy process (see below), and post-sentence agencies such as Essex Community Rehabilitation Company. Referrals are likely to fit one of the following:

Out of court disposals: see below re community remedy. These cases may be offered RJ as an alternative to a more punitive sanction. In community remedy cases, the victim can request RJ although the offender must agree to take part. These cases will be low-level, often first time offences.

Anti-social behaviour: RJ may be used with a community, as well as an individual, in cases involving criminal damage for example. Many neighbour disputes are resolved with restorative justice or mediation, as long as responsibility is taken – even if just a small amount.

Post-sentence: If a case is going to go to court, cases may be referred after sentencing has been handed down. An RJ process may be pursued whilst an offender is in custody.

Community remedy

The Community Remedy has been introduced as part of the Anti-Social Behaviour, Crime and Policing Act (ASBCPA) 2014.

It gives victims of low level crime and anti-social behaviour a direct say in out-of-court punishments for offenders. Under the Community Remedy victims are given a “menu” of options to choose from, including punishment and rehabilitation.

As well as giving victims a say in how their crime is dealt with, the measures will ensure justice is delivered more quickly and offenders face immediate consequences for their actions.

See appendix G for more information on community remedy, including the menu.

Referrals

Referrals will be sent through to the secure mailbox (restorativejustice@essex.pnn.police.uk) using the referral form (appendix E), CRA1 form (appendix F) or, if being sent from a non-secure mailbox, using the online form which will be available on the Essex PCC website (www.essex.pcc.police.uk/restorative-justice/).

Suitability can be checked against the referral form. It is important that when referring, participants' expectations are managed and they are made aware that not all cases are suitable; this decision will be made by the hub and relayed back to them as soon as possible. The process must be voluntary and all parties have the right to withdraw at any time.

Process

Referrals will be received by the RJ coordinator who will screen them for eligibility. Any that are not suitable, will be sent back to the referrer. The coordinator will then contact any relevant agencies (i.e. Police, Victim Support, CRC) to ask for comment or documentation on the case. This ensures that the facilitators visiting the participants are as safe as possible. Following this information gathering, the coordinator makes a second assessment on suitability, and if suitable, passes the case (including any relevant information) on to two facilitators.

The facilitators will then visit both parties involved in the conflict, assessing the suitability of the participants. If either party refuses to be involved, the case is closed and sent back to the referrer. If the facilitators believe that responsibility is being taken for the incident/s or behaviour/s and that communication between parties will be as safe as possible, they will facilitate communication. This communication may be via letter, messages passed via facilitators (shuttle mediation) or a face to face meeting. Parties involved must agree which is the most appropriate method for them, this process must be voluntary for all participants, and facilitators must remain impartial.

Once the communication has completed, facilitators will ensure that copies of any agreed outcomes are given to all participants, and a copy is sent to the coordinator. These outcomes will be overseen by the facilitator and/or coordinator and any referrals will be sent to relevant agencies (i.e. Probation or structured activity). Following closure of the case, the coordinator or development manager will contact all participants for evaluation. The referrer will be updated on the outcome of the case.

See appendix A for process maps for the Hub, Essex Police and Essex Fire Service RJ.

Evaluation

Evaluating the successes and areas for development of the RJ Hub pilot is crucial. It is evident that good quality restorative practices result in high victim satisfaction. Therefore it is critical that we collect feedback and statistics to give us a clear picture of any areas that need developing in order to adhere to the Restorative Justice Council's Best Practice Guidance and deliver an efficient and effective service.

Facilitators will request that offenders fill in a victim empathy questionnaire at the beginning and end of each case. An evaluation form will also be filled out with each participant (including supporters) following each case. The RJ hub will work with Essex Police to identify any changes in reoffending rates, following the pilot. See appendix H for evaluation form.

Evaluation data will include number of cases referred and their outcome (e.g. face-to-face meeting, unsuitable), reoffending statistics, victim empathy scores and qualitative feedback on participant satisfaction. This information will give us an overall view of the successes and areas for development of the pilot project. Monthly updates will be shared with partners, and a final report will be written, by the RJ Development Manager prior to the commencement of the rollout.

The roles of the agencies

The following agencies make up the implementation group. The role of this group is to ensure that the RJ pilot hub is as efficient and effective as possible, includes all relevant organisations and encourages partnership working across the model. The role of each of these organisations is outlined below.

OPCC

The office of the Police and Crime Commissioner (OPCC) for Essex has appointed an RJ Development Manager who will manage the pilot and the roll-out to the rest of the county in October. A part-time co-ordinator will also sit in the OPCC, and will be responsible for managing and allocating referrals. A team of volunteers will make up the facilitators for this project. These roles make up the RJ hub, and will be responsible for accepting and acting on referrals, maintaining partnerships with other agencies to ensure an efficient service, promoting the work of the hub in the community and getting feedback from partner organisations and the community to develop and enhance the RJ Hub.

Essex Police

Essex Police will offer victims of low-level crime and anti-social behaviour the community remedy menu, in which RJ is an option. Champions will be identified and trained from the pilot area, and will be a first port of call for staff in their organisations with questions relating to the hub. Champions will also be responsible for rolling out awareness training, and promoting the submission of referrals from their organisation. All front line officers working with victims of crime in the pilot area will have an awareness session about the project and how they can refer victims and offenders to the hub, and will explain the process to potential participants. Police officers may be required to give information to the hub regarding a case or participants to ensure safety of the facilitators, and an officer may be requested to attend a home visit or restorative meeting between participants if facilitators' risk assessment deems it appropriate.

Local Authorities and Community Safety Partnerships

Thurrock, Brentwood, Epping Forest and Harlow's community safety partnerships and local authorities, including housing providers will be required to submit referrals and provide feedback to the hub both from front-line staff and as part of the implementation group. Champions will be identified and trained from the pilot area, and will be a first port of call for staff in their organisations with questions relating to the hub. Champions will also be responsible for rolling out awareness training, and promoting the submission of referrals from their organisations. Referrals regarding neighbour disputes must come through a Community Safety Partnership, or other partner organisation.

Essex Fire and Rescue Service

The Fire Service will have an in-house restorative justice team, who will work closely with the RJ Hub. This team will work restoratively with those they are already in contact with through their work with the Fire Service, and will update the hub with any RJ cases they have currently active. Any referrals coming through the RJ Hub that fit into the Fire Service criteria, will be referred to the Fire Service RJ team.

In addition, the Fire Service RJ team will promote the work of the RJ hub in their organisations, encouraging referrals to themselves or the RJ hub. They will answer questions relating to the hub from their organisation, encourage referrals and promote the project within the community.

Essex Community Rehabilitation Company

Champions will be identified from the Essex Community Rehabilitation Company (CRC) who will be a first port of call for staff in their organisations with questions relating to the hub. Champions will also be responsible for rolling out awareness training, and promoting the submission of referrals from their organisations. Essex CRC will be expected to submit referrals to the hub and champions will be trained to promote the project, encourage referrals and answer questions.

National Probation Service – Essex

The National Probation Service – Essex will have an awareness of the RJ Hub and when appropriate, will refer cases to the RJ Hub. Due to the nature of cases held by the National Probation Service – Essex, there may be a minimal number of referrals, and all will be post-sentence. Training will be offered to National Probation Service – Essex staff and communication will continue, to develop pathways into working with high-risk and serious cases as confidence in the project grows.

Youth Offending Services – Essex and Thurrock

The hub will not be accepting cases involving youth offenders, and these will remain with the Youth Offending Teams (YOTs). The hub will work with the YOTs to ensure a consistent service. Partnership working and information sharing may be required in some cases.

H.M.P./Y.O.I Chelmsford

Champions will be trained in the prison to promote the RJ hub and encourage colleagues to discuss the process with prisoners and refer if appropriate. H.M.P./Y.O.I Chelmsford will be required to allow the RJ Hub facilitators access to the prison in order to talk with prisoners, and a safe space, staff and access to enable facilitators to set up a meeting between the prisoner and the victim. Further development of this partnership may include prison staff taking on a facilitator role.

Victim Support

Champions will be trained in Victim Support to promote the RJ hub amongst colleagues and encourage them to explain the process to victims. Victim Support staff can refer cases into the Hub and may be asked for more information about cases, or to introduce facilitators to victims. Victims may ask that Victim Support staff or volunteers support them through the RJ process.

Further Information

For information regarding the RJ Hub contact:

Email: Restorativejustice@essex.pnn.police.uk

Call: 01245 291609

Visit the website: www.essex.pcc.police.uk/restorative-justice

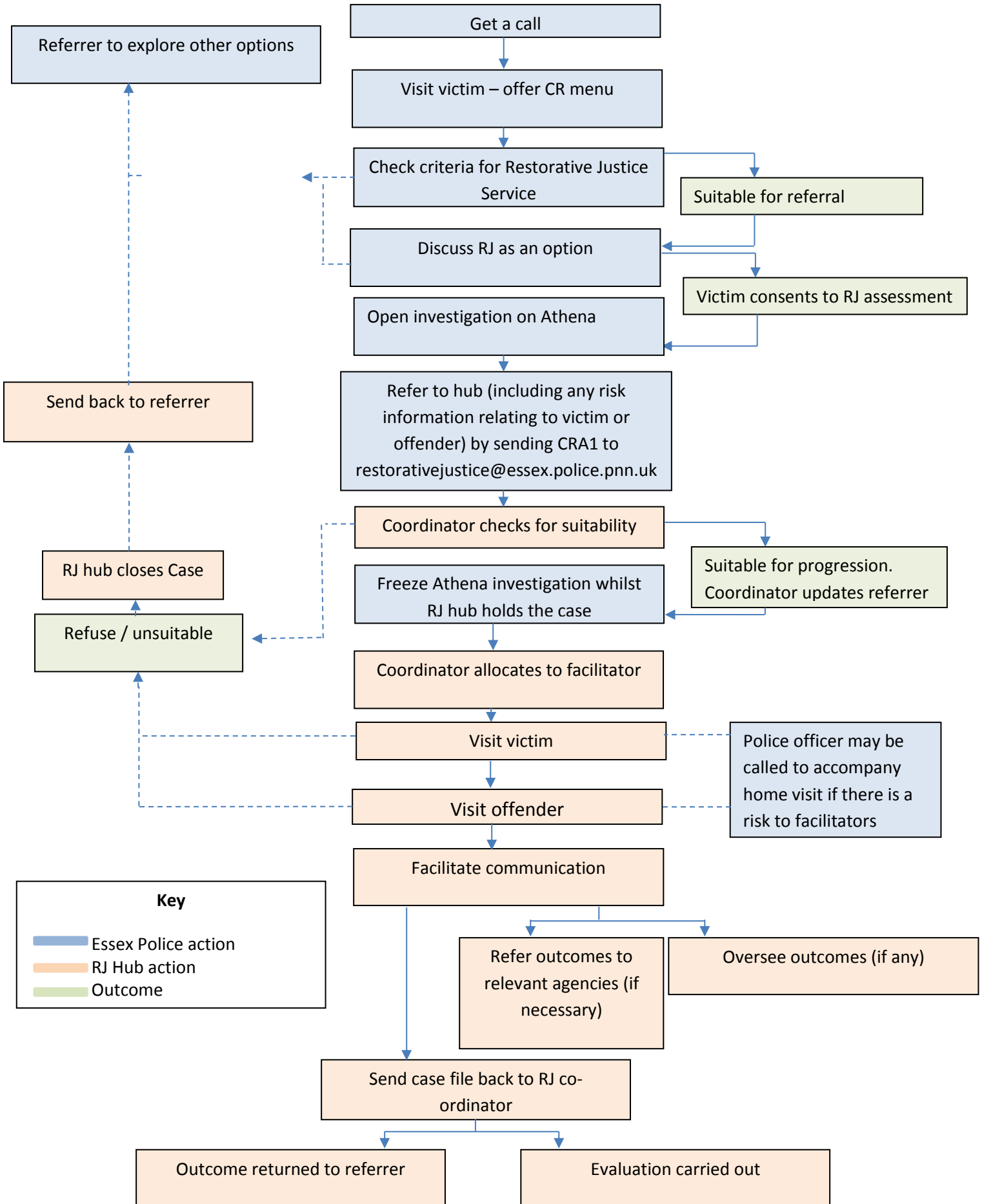
For more information on Restorative Justice

www.restorativejustice.org.uk

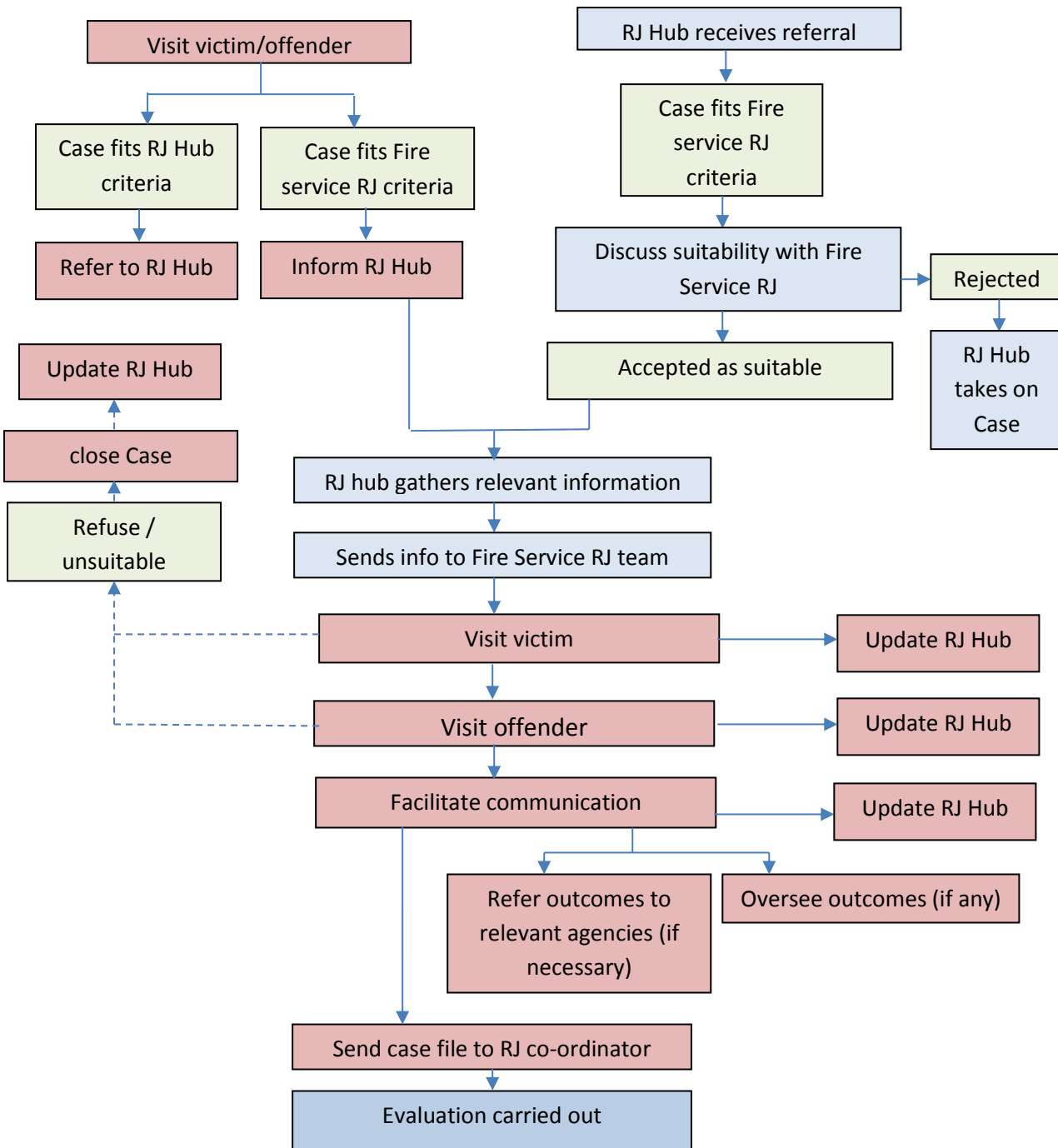
www.why-me.org

www.restorativesolutions.org.uk

Appendix A1
Restorative Justice Process Map for Essex Police



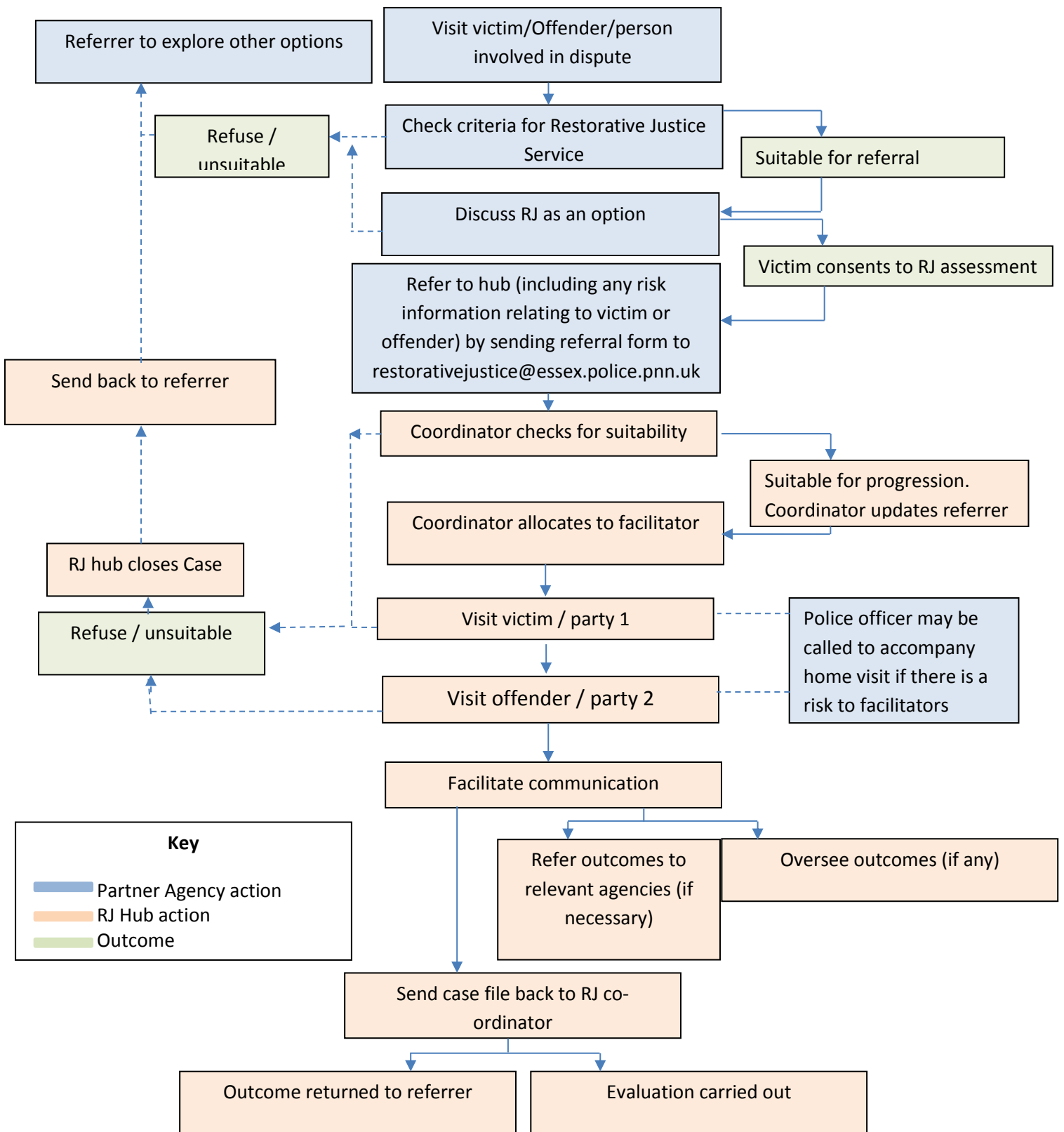
Appendix A2
Essex Fire Service Restorative Justice Process Map



Key

- Essex Fire Service action
- RJ Hub action
- Outcome

Appendix A3
 Restorative Justice Process Map for Partner Agencies



Appendix B
Restorative Justice Hub Performance Framework

What is our purpose?

4.0 The purpose of the Restorative Justice Hub is to improve outcomes for victims and reduce reoffending by creating a co-ordinated, multi-agency restorative service.

What do we want to achieve?

3.1 Victim Satisfaction

3.2 Everyone living in Essex who is involved in crime or conflict will have the opportunity to request a Restorative Service

3.3 Reducing the harm caused by crime or conflict

What do we need to be good at?

- 2.1 Engaging the community
- 2.2 Working together in strong and positive partnerships
- 2.3 Accepting constructive feedback and applying it to the development of a more efficient and beneficial service
- 2.4 Delivering effective training and awareness sessions which promotes the service and creates safe and effective working practices
- 2.5 Risk assessment of cases and the overall service
- 2.6 Delivering a consistent model across the county

Valu

1.1 Working Restoratively: We will approach all tasks with a restorative mindset, working *with* people, not *to* or *for* them

1.2 Equality: Keeping the work we do victim-centred, whilst also maintaining impartiality with all participants in restorative approaches.

1.3 Working together: Keeping good communication between partners, allowing open and honest discussion, trust and information sharing amongst partners who believe in the Restorative Justice service



Essex Restorative Justice Hub - Development Manager

Grade: PO4

Reports to:

- The post holder will be line managed by the Assistant Director for Commissioning
- The post holder will report operationally into the Multiagency Restorative Justice Steering Group
- Strategic governance of the Restorative Justice Programme is provided by the Essex Criminal Justice Board.

Location: Office of the PCC for Essex, 3 Hoffmanns Way, Chelmsford, Essex, CM1 1GU

Role Code:

Responsible for: No subordinate staff

Special Requirements

This post is deemed to be a 'designated' post and the post holder will be subject to management as per policy p70/06.

Vetting clearance is a pre-requisite of employment in designated posts and the post holder will be subject to a vetting assessment every 12 months. National security vetting clearances are reviewed every 5 years.

Hours of work will involve some weekends and anti-social hours

Main purpose of the role

The Essex Restorative Justice Hub Development Manager will be responsible for developing the new Restorative Justice Hub for Essex, Southend and Thurrock and co-ordinating its delivery.

The post holder will work with criminal justice, local authority and voluntary sector partners to develop and embed restorative justice practice across the county, building a scalable and sustainable service that is victim centred and accessible to local communities.

The post holder will have responsibility for managing in the following areas:

project and programme management, partnership and stakeholder management, co-ordination and implementation of RJ programme, risk management and delivery against performance management and outcomes.

Main responsibilities/accountabilities

The post-holder will be responsible for:

- Overseeing relevant restorative justice programme budgets
- Working with the Essex, Southend and Thurrock Restorative Justice Steering Group to develop and deliver an effective Restorative Justice Service Hub and associated delivery units
- Developing proactive relationships with local partners including Police, YOTs, Probation / CRC, CSPs, Local Authorities, Voluntary and Community Sector, prisons and other agencies
- Developing and negotiating referral pathways, including self-referral
- Developing effective data sharing agreements and access to case management systems
- Recruiting, managing, supervising and coordinating RJ volunteers
- Co-ordinating appropriate restorative justice training and awareness programmes for relevant staff and volunteers
- Maintaining and monitoring data collection and information systems
- Reporting into the Essex, Southend and Thurrock RJ Steering Group
- Providing reports to the Essex Criminal Justice Board (strategic governance) and Safer Essex (advisory group),
- Providing relevant performance management information to inform developments.
- Identifying opportunities to further develop Restorative Justice practices across Essex.

Key Project Related Tasks

- Development and co-ordination of an Essex, Southend and Thurrock Restorative Justice Hub
- Managing the development and delivery of early pilots that will enable the vision for an Essex Restorative Justice Hub / Service
- Development of restorative justice policies and procedures
- Co-ordinating the overall project and ensuring the key deliverables of the project are met on time and to high standards

Appendix C1

- Design/agree service outcomes and indicators and ensure systems in place for effective/efficient capture of data and regular monitoring
- Working effectively across partners and with related programmes for victims and offenders
- Assisting with the recruitment of effective local partners (and within those partners, key individuals) to participate in the project/s
- Providing hands-on support to local partners and agencies, supporting them in the delivery of restorative justice
- Co-ordinating the roll out of a cross-agency restorative justice training and awareness programme
- Managing risks, issues and learning on behalf of the programme
- Providing performance management and progress reports to governance to the Restorative Justice Steering Group, Essex Criminal Justice Board and Safer Essex

Competencies:

Serving the public

Demonstrates a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, partners and stakeholders. Identifies the best way to deliver services to different communities. Understands partners' perspectives and priorities, and works co-operatively with them to deliver the best possible overall service to the public.

Leadership - Leading change

Positive about change, adapting to changing circumstances and encouraging flexibility in others. Identifies and implements improvements to service delivery, engaging people in the change process and encouraging them to contribute ideas. Finds more cost-effective ways to do things, taking an innovative approach to solving problems and considers radical alternatives. Asks for and acts on feedback, learning from experience and continuing to develop own professional skills and knowledge.

Leadership - Leading people

Inspires people to meet challenging goals, maintaining the momentum of change. Gives direction and states expectations clearly. Talks positively about policing, creating enthusiasm and commitment. Motivates staff by giving genuine praise, highlighting success and recognising good performance. Gives honest and constructive feedback to help people understand their strengths and weaknesses. Invests time in developing people by coaching and mentoring them, providing developmental opportunities and encouraging staff to take on new responsibilities.

Leadership - Managing Performance

Translates strategy into specific plans and actions, effectively managing competing priorities with available resources. Takes a planned and organised approach to achieving objectives, defining clear timescales and outcomes. Identifies opportunities to reduce costs and ensure maximum value for money is achieved. Demonstrates forward thinking, anticipating and dealing with issues before they occur. Delegates responsibilities appropriately and empowers others to make decisions. Monitors progress and holds people to account for delivery, highlighting good practice and effectively addressing underperformance.

Appendix C1

| Professionalism |
|--|
| Acts with integrity, in line with the values and ethical standards of the Police Service. Acts on own initiative to address issues, showing energy and determination to get things done. Takes ownership for resolving problems, demonstrating courage and resilience in dealing with difficult and challenging situations. Upholds professional standards, acting as a role model to others and challenging unprofessional conduct or discriminatory behaviour. Asks for and acts on feedback, learning from experience and continuing to develop own professional skills and knowledge. Remains calm and professional under pressure, defusing conflict and being prepared to make unpopular decisions or take control when required. |
| Decision making |
| Gathers, verifies and assesses all appropriate and available information to gain an accurate understanding of situations. Considers a range of possible options, evaluating evidence and seeking advice where appropriate. Makes clear, timely, justifiable decisions, reviewing these as necessary. Balances risks, costs and benefits, thinking about the wider impact of decisions. Exercises discretion and applies professional judgement, ensuring actions and decisions are proportionate and in the public interest. |
| Working with others |
| Builds effective working relationships with people through clear communication and a collaborative approach. Maintains visibility by regularly interacting and talking with people. Consults widely and involves people in decision-making, speaking to people in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively, and fully commits to team decisions. |

Skills

(E – Essential D – Desirable)

| <u>Skills</u> | |
|---|---|
| • Strong project management / organisational skills. | E |
| • Excellent communication skills, both oral and written. This includes the ability to communicate complex issues effectively, using plain English. | E |
| • Ability to multi-task, including the ability to manage four local delivery projects, each of which will entail working with a wide range of stakeholders. | E |
| • Ability to work with, influence and negotiate with a wide range of stakeholders. | E |
| • Ability to use initiative and to work with minimal supervision. | E |
| • Strong analytical skills. | D |

Appendix C1

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| • Strong customer-focused ethos. | E |
| • Effective IT skills. | D |

| | |
|---|---|
| <u>Knowledge and experience</u> | |
| • Understanding and experience of Restorative Justice policy and practice | E |
| • Experience of working in a public sector / partnership environment. | E |
| • Experience of developing / delivering high quality, customer-focused services. | D |
| • Experienced in organising and facilitating workshops or group discussions | E |
| • Experience of working within the criminal justice and / or community safety environment. | D |
| • An understanding of the key principles underpinning delivery of effective restorative justice services. | E |



Essex Restorative Justice Hub Coordinator (Part-time)

Grade: Scale 6 (pro-rata)

Reports to:

- The post holder will be line managed by the Assistant Director for Commissioning
- The post holder will report operationally to the Restorative Justice Development Manager
- Strategic governance of the Restorative Justice Programme is provided by the Essex Criminal Justice Board.

Location: Office of the PCC for Essex, 3 Hoffmanns Way, Chelmsford, Essex, CM1 1GU

Responsible for: No subordinate staff

Special Requirements

This post is deemed to be a 'designated' post and the post holder will be subject to management as per policy p70/06.

Vetting clearance is a pre-requisite of employment in designated posts and the post holder will be subject to a vetting assessment every 12 months. National security vetting clearances are reviewed every 5 years.

Hours of work will involve some weekends and anti-social hours

This role is part time and is required 15 hours per week

Main purpose of the role

The Essex Restorative Justice Hub Co-ordinator will be responsible for the delivery and coordination of a range of restorative services delivered via a pilot model in West Essex (Thurrock, Epping Forest, Brentwood and Harlow).

The post holder will manage referrals and case information and oversee a team of volunteer facilitators, with the support of the Restorative Justice Hub Development Manager.

The post is initially funded to support the 6-month pilot project from March 2015. The post holder will therefore be required to have prior experience of working with restorative justice projects.

Secondments from local criminal justice agencies may be considered.

The post holder will work with criminal justice, local authority and voluntary sector partners to support the pilot project and assist the Restorative Justice Implementation group to embed restorative justice practice across the pilot areas, building a scalable and sustainable service that is victim centred and accessible to local communities.

Main responsibilities/accountabilities

The post-holder will be required to carry out the following responsibilities, activities and duties as coordinator:

Key Project Related Tasks

- Publicise and disseminate information on the availability of Restorative Justice to service users, staff and stakeholders
- Receive and process referrals
- Use appropriate methods of obtaining relevant case information, such as Case Management IT systems and Probation reports.
- Ensure all restorative justice activities are risk assessed and that safeguards are in place
- Proactively assess service users for suitability to take part in a restorative approach
- Provide case supervision for facilitators when required
- Allocate cases to volunteers, and assist the RJ development manager in supervision of volunteers.
- Liaise with relevant stakeholders, such as offender management and Victim Support, in individual cases to ensure minimal risk.
- Arrange restorative conferences, including booking rooms and providing refreshments.
- Monitor outcome agreements and ensure they are completed and updated.
- Ensure service users are supported following a restorative approach if required by liaising with partners such as Probation services and Victim Support.
- Prepare written and verbal report to be delivered to the Restorative Justice Development Manager.
- Attends supervision meetings with Restorative Justice Development Manager to ensure high-level and consistent standards are met.
- Maintains and updates case management systems
- Prepares relevant documents to managers for verification and quality checking.
- Understands and complies with national and local policies and legislation
- Attends and contributes to meetings as required.

- Assists with the delivery of training and awareness sessions for staff, partners and wider stakeholders.
- Ensure paperwork and monitoring is being carried out correctly, and relay outcomes to appropriate stakeholders
- Liaise with the Restorative Justice Hub Development Manager to identify new opportunities to develop and improve restorative services and negotiate new contracts.

Competencies:

Serving the public

Demonstrates a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, partners and stakeholders. Identifies the best way to deliver services to different communities. Understands partners' perspectives and priorities, and works co-operatively with them to deliver the best possible overall service to the public.

Leadership - Leading change

Positive about change, adapting to changing circumstances and encouraging flexibility in others. Identifies and implements improvements to service delivery, engaging people in the change process and encouraging them to contribute ideas. Finds more cost-effective ways to do things, taking an innovative approach to solving problems and considers radical alternatives. Asks for and acts on feedback, learning from experience and continuing to develop own professional skills and knowledge.

Leadership - Leading people

Inspires people to meet challenging goals, maintaining the momentum of change. Gives direction and states expectations clearly. Talks positively about policing, creating enthusiasm and commitment. Motivates staff by giving genuine praise, highlighting success and recognising good performance. Gives honest and constructive feedback to help people understand their strengths and weaknesses. Invests time in developing people by coaching and mentoring them, providing developmental opportunities and encouraging staff to take on new responsibilities.

Leadership - Managing Performance

Translates strategy into specific plans and actions, effectively managing competing priorities with available resources. Takes a planned and organised approach to achieving objectives, defining clear timescales and outcomes. Identifies opportunities to reduce costs and ensure maximum value for money is achieved. Demonstrates forward thinking, anticipating and dealing with issues before they occur. Delegates responsibilities appropriately and empowers others to make decisions. Monitors progress and holds people to account for delivery, highlighting good practice and effectively addressing underperformance.

Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Acts on own initiative to address issues, showing energy and determination to get things done. Takes ownership for resolving problems, demonstrating courage and resilience in dealing with difficult and challenging situations. Upholds professional standards, acting as a role model to others and challenging unprofessional conduct or discriminatory behaviour. Asks for and acts on feedback, learning from experience and continuing to develop own professional skills and knowledge. Remains calm and professional under pressure, defusing conflict and being prepared to make

unpopular decisions or take control when required.

Decision making

Gathers, verifies and assesses all appropriate and available information to gain an accurate understanding of situations. Considers a range of possible options, evaluating evidence and seeking advice where appropriate. Makes clear, timely, justifiable decisions, reviewing these as necessary. Balances risks, costs and benefits, thinking about the wider impact of decisions. Exercises discretion and applies professional judgement, ensuring actions and decisions are proportionate and in the public interest.

Working with others

Builds effective working relationships with people through clear communication and a collaborative approach. Maintains visibility by regularly interacting and talking with people. Consults widely and involves people in decision-making, speaking to people in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively, and fully commits to team decisions.

Skills

(E – Essential D – Desirable)

| <u>Skills</u> | |
|--|---|
| • Strong organisational skills. | E |
| • Excellent communication skills, both oral and written. This includes the ability to communicate complex issues effectively, using plain English. | E |
| • Ability to multi-task, including coordinating many different areas of delivery and working with a wide range of stakeholders | E |
| • Ability to use initiative and to work with minimal supervision. | E |
| • Strong analytical skills. | D |
| • Strong customer-focused ethos. | D |
| • Effective IT skills. | D |

Knowledge and experience

• Understanding and experience of Restorative Justice policy and practice

E

[Appendix C2

| | |
|---|---|
| • Able to confidently complete risk assessments | E |
| • Experience of organising and facilitating training | D |
| • Experience of working within the criminal justice and / or community safety environment. | D |
| • An understanding of the key principles underpinning delivery of effective restorative justice services. | E |
| • Holds qualifications in Restorative Justice | D |

Volunteer Role: Essex Restorative Justice Facilitator

Reports to: Restorative Justice Hub Development Manager

Location: The Restorative Justice (RJ) hub will be based, for the purposes of the pilot, at Office for the Police and Crime Commissioner (PCC), Hoffmanns Way, Chelmsford.

Role: The Volunteer Facilitator role involves facilitating a restorative intervention between a harmed person (the victim), and the person responsible for causing harm (the perpetrator), with the aim of giving the victim a voice, and both parties agreeing how amends can be made. These interventions can include face-to-face meetings, or indirect communication (such as letters) between a victim and offender or disputing neighbours.

Volunteers will be offered support and guidance throughout the process by a team in the PCC's office and partners from the wider team.

Evidence shows that RJ interventions, which give both victims and perpetrators the opportunity to discuss the offence and ask questions of each other, increases victim satisfaction and helps to reduce offending.

Volunteer Facilitators visit victims and offenders in their own homes, local towns or criminal justice organisations (probation offices and prisons). (Meeting places will be arranged by the volunteer and participants, but will range across the pilot sites of Thurrock, Epping, Brentwood and Harlow).

What do we want from you?

For the RJ hub to operate successfully, volunteer facilitators will make contact with participants and guide them through the RJ process.

Specifically, volunteers will be required to carry out the following activities and duties as an RJ facilitator:

- Meet with participants (victims, perpetrators and those involved in neighbour disputes) in the restorative justice process.
- Explain the RJ process to all participants, including what is expected of them and the potential risks involved.
- Liaise with relevant stakeholders, such as offender management and Victim Support, in individual cases to ensure minimal risk and appropriate support for participants.
- Bring victims, offenders and supporters together in the same venue to meet face-to-face
- Monitor outcome agreements and ensure they are completed and updated.
- Debrief and supervision meetings with Restorative Justice Coordinator to ensure high and consistent standards are met.
- Complete relevant paperwork and maintains case file information.

Appendix C3

- Understand and comply with national and local policies and legislation
- Attend and contribute to meetings and training sessions as required.

Skills, Values and Abilities

- To understand and adopt the underpinning values and principles of Restorative Justice (see www.restorativejustice.org for more information) Good communication skills – written and oral
- Organisational skills
- Good people skills – working with and talking with a diverse range of people.
- Ability to explore and challenge your own beliefs about working with victims and offenders.
- Ability to reflect on the learning and challenges of the role
- Ability to work with others and draw on good practice guidance to keep yourself safe
- Ability to travel as necessary to carry out this work
- Ability to keep accurate and appropriate case notes safely and report back to managers effectively.

Benefits of the role

- 3 day facilitator training, designed by Restorative Solutions.
- A rewarding opportunity to help make a positive difference to people's lives using an approach with a wealth of evidential support. The opportunity to give feedback and input into the development of a new and exciting way of working in the Essex criminal justice system.
- Possible opportunities for further training and accreditation in the future
- A chance to work within the criminal justice arena.
You will be offered individual and group supervision, and case management assistance.

Special Requirements

This is a volunteer post.

All applicants will undergo interview and training before they are confirmed in post.

Disclosure and Barring (DBS, formally CRB) and Essex Police vetting is a pre-requisite of this role. These check for information about you, held by Police, that is relevant to this role. This ensures that our volunteers and participants remain safe. Volunteers will need to undertake a vetting assessment every 12 months. National Security vetting will be reviewed every 5 years.

Applicants must be able to attend a 3-day training course. Dates will be specified.

Time Commitment

Volunteers should be expected to typically spend up to 18-20 hours on a case. This time may be spread over several weeks, possibly amounting to around 6 hours per week. Hours required relies on number of referrals received by the hub. Work will be carried out at times to suit the volunteer and participants, therefore some evening and weekend work will probably be required.

Given the nature of the role, and the level of training provided, we ask that you commit to a minimum of 12 months to this role

Expenses

Expenses and travel costs will be reimbursed.

This role is open to those aged 18 years and over

The Essex Restorative Justice Hub:**Referral criteria**

| Type of referral | Eligibility criteria | When can it be referred? |
|---|--|---|
| Neighbour disputes (<i>MUST have some criminal or ASB element to the incident/s</i>) | <p>If there is not a clear victim / offender distinction between those involved, both sides must accept some responsibility (even if only a small amount) for their part in the dispute.</p> <p>Consent should be sought from both parties to be contacted by the RJ hub, wherever possible.</p> | <p>Can be referred at any stage, but must be referred via a partner organisation such as a CSP or Police.</p> |
| Community Remedy | <p>Consent must be sought from both parties to be contacted by the hub. Community Remedy referrals should be submitted using the CRA1 form</p> <p>The perpetrator must take responsibility for the incident.</p> | <p>As soon as possible following consent being sought from both parties.</p> |
| Anti-social behaviour | <p>Consent should be sought from both parties to be contacted by the RJ hub, wherever possible.</p> <p>The perpetrator must take responsibility for the incident.</p> | <p>At any stage</p> |
| Low-level crime | <p>Consent should be sought from both parties to be contacted by the RJ hub, wherever possible.</p> <p>The perpetrator must take responsibility for the incident.</p> | <p>At any stage</p> |
| Criminal offences | <p>If a case will go through court, the RJ Hub cannot progress a case until sentencing has been handed down.</p> <p>Consent should be sought from both parties to be contacted by the RJ hub, wherever possible.</p> <p>The perpetrator must take responsibility for the incident.</p> <p>Cases involving domestic violence, sexual offending or serious and complex offences (such as murder), will not be accepted by the hub.</p> | <p>At any time after sentencing</p> |

Restorative Justice
Referral form

General Information

Name of potential RJ participant: **DOB:**
Address: **Male / Female**
Telephone Number:
Name of referrer:
Organisation / position:
Contact number: **Email:**

The RJ Hub may contact you for more information

Case information

Why are you referring this case?

- Self-referral Caution
 Community Remedy ASB
 Conditional Caution Other.....

Is there a particular incident or conflict to be addressed? e.g. neighbour dispute, criminal offence. Please give details if possible.

In instances involving cases which have gone to court only: has an offender been sentenced for this offence?

- Yes No

Please add details (Cases involving criminal justice can only be progressed if someone has been sentenced).

Has an information leaflet been given and explained?

Has there been any previous action taken around this incident or participant/s?

Please add any comments / further info that you think are important to this case. Please also attach any relevant information (particularly involving risk)

I.....[name of RJ participant] consent to my details being passed to the Restorative Justice Hub (including Probation, Victim Support and the Police), who will contact me to discuss further.

Signed.....

PLEASE COMPLETE THIS FORM AND SEND TO 'restorativejustice@essex.pnn.police.uk' Form should be submitted using a secure email address e.g. gcsx, pnn, cjsm, gsi etc

Appendix E
[PROTECT - PERSONAL INFORMATION]

Criteria Checklist

Is the participant willing to take part in the RJ process? Yes / No

(Participants must be willing to take part in the process for it to progress)

Does the incident involve domestic or sexual abuse? Yes / No

(Cases involving domestic or sexual abuse may not be suitable for RJ)

Is there a court case in progress relating to any participant? Yes / No

(Cases involving courts can not be progressed until sentencing has been imposed)

Does the case involve a young person? Yes / No

(These cases may be referred to the Essex Youth Offending Service)

If an appropriate adult is needed, please provide information below:

Name:

Relationship:

Contact telephone (if different):

Address: (If different):

If you are unsure, send the referral to the email address above and the RJ Hub will assess



Community Resolution

| | | | |
|--------------------------|--|-------------------------|--|
| STORM reference | | ATHENA reference | |
| Name of Victim | | | |
| Address | | | |
| Contact Telephone | | | |

"I have suffered an offence/ASB of (e.g. criminal damage/nuisance). and wish to have this matter dealt informally using a voluntary contract. I understand that the contract cannot be enforced by the police in all but the most exceptional cases. I have read and understood the Community Remedy Menu and seek the following response to resolve this matter: tick box of action(s) to be completed

- 1. Mediation (LPA WEST may refer to RJ Hub)
- 2. Verbal/written apology (LPA WEST may refer to RJ Hub)
- 3. Words of warning
- 4. Acceptable Behaviour Contract
- 5. Restorative Justice activity (LPA WEST may refer to RJ Hub)
- 6. Reparation in the community
- 7. Financial compensation (theft/damage offences only)
- 8. Rehabilitative activity to address offending.

If the actions above include a restorative action, I consent to my details being forwarded to the Essex Restorative Justice Hub in order that they can contact me to arrange the action.

| | | |
|---|-----------------------------|-----------------------|
| Signature of Victim: | Print Name: | Date: |
| Signed: (Appropriate Adult) | Print Name: | Date: |

[PROTECT - PERSONAL INFORMATION]

| | |
|---|---|
| Officer/PCSO must caution offender/person responsible: | |
| “You have been identified as being responsible for an offence/incident of You do not have to say anything but it may harm your defence if you do not mention when questioned something which you later rely on in court. Anything you do say may be given in evidence” Record any reply from person responsible: | |
| | |
| Name of Offender | |
| Address | |
| Contact Telephone | |
| I accept responsibility for my involvement in this offence/incident and agree to enter into a voluntary contract and complete the following actions that have been requested by the victim and agreed by the police as a fair and proportionate response to the offence/incident I am responsible for: | |
| 1. | |
| 2. | |
| 3. | |
| I have been made aware that all information is available to Chief Officers and may be disclosed under The Disclosure & Barring Service (enhanced disclosure) process and other security vetting processes. I consent to the information within this form being disclosed if applicable. If the actions above include a restorative action, I also consent to my details being forwarded to the Essex Restorative Justice Hub in order that they can contact me to arrange the action. | |
| Signed: | Print Name: Date: |
| (offender) | |
| Signed: | Print Name: Date: |
| (Appropriate Adult) | |
| Officer investigating | |
| | (sign/collar/date): |
| Supervising officer | |
| | (sign/collar/date): |
| Inspector authorising (no victim consent) | |
| | (sign/collar/date): |

For LPA WEST contracts requiring restorative justice activity please email completed form to restorativejustice@essex.pnn.police.uk

Original completed form must be sent to The Records Centre, Dunmow Police Station



Community Remedy Menu

The following menu provides a list of options for victims to choose from. The menu has been drawn up based on national guidelines and after consultation with the Essex public.

Please note that some of these options may not be available in all areas. We are working to develop and improve the service being delivered to victims and aim to have all menu options available across the whole county (Essex, Southend and Thurrock) within the next 12 months.

If community remedy is appropriate for your case, the options available to you will be fully explained.

- Mediation between the victim and perpetrator
- A verbal or written apology from the perpetrator to the victim
- Words of warning or advice given to the perpetrator by a police officer or Police Community Support Officer
- Perpetrator to sign an agreement not to behave anti-socially or criminally in the future (known as an Acceptable Behaviour Contract) or face more formal consequences.
- Taking part in a Restorative Justice activity
- Reparation to the community – where the perpetrator puts something back; for instance engaging in unpaid work.
- Paying an appropriate amount to the victim for damages in respect of the costs of repairing or replacing stolen property.
- Taking part in structured activity that are educational or rehabilitative, funded by the PCC as part of community safety and crime prevention activity.

Restorative Justice**Post-Conference Follow up (face to face)**

(Complete **all** boxes, write comments in relevant spaces)

| | | | |
|---------------------|--|---------------------|---------------------|
| Participant: | | Role: | |
| Tel. no: | | Facilitator: | Case number: |

Contacts made:

| Date | Results/phone back when? | |
|-----------------------------|---------------------------------|--|
| | | |
| | | |
| | | |
| Follow-up completed: | | |

1. Hello, I am contacting you to see how you thought the conference went?

2. Was there anything which particularly pleased you about the conference?

Yes No

Comment:

3. Was there anything which particularly disappointed you?

Yes No

Comment:

4. How did you feel immediately after the conference?

5. And now?

6. Do you have any worries now stemming from the conference, or the Restorative Justice process?

7. What do you think has been the impact of the conference on you overall? (*tick relevant box and write comments in the space below*)

Positive Negative No impact Don't know

Comment:

8. (*if not handed out at conference*) Have you received the conference agreement?

Yes No

What do you think about the conference agreement now? How do you think it will go?

9. To help future conferences for other people, is there anything which it would have been helpful if it had been done differently? Were you adequately prepared for the conference process?

10. Did you feel sufficiently supported through the conference process? And did we take into account any special needs you may have had in taking part in RJ?

11. Would you recommend anyone else to take part?

12. Is there anything else you'd like to know?

13. Finally, would you be happy to speak to future conference participants who are unsure about doing RJ, to tell them of your experience? Would you also be happy to speak to the media?