

Brighton & Hove is committed to meeting the needs of those harmed by crime and conflict, by ensuring safe, secure and effective restorative practices are embedded throughout the city

Aim: Brighton & Hove becomes a 'Restorative City'

Definition: Restorative practice employs various methods of bringing those harmed by crime or conflict and those responsible for harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward (Restorative Justice Council, 2015).

Intended outcomes:

- Commitment: Brighton & Hove is committed to providing restorative practice that is safe, secure and effective and compliant to national standard
- Information: Individuals and communities of Brighton & Hove are provided with information about restorative practice
- Practice: Restorative practices are used & can be accessed in all front line city services where conflict is addressed
- Satisfaction: Where restorative interventions are used, participants are satisfied that their case has been properly resolved.

Action at a glance:



Why this is a priority:

The fundamental premise of restorative practice is that people are happier, more cooperative and productive, and more likely to make positive changes when those in positions of authority do things *with* them, rather than *to* them or *for* them. Widely recognised for its use within the criminal justice system, research has demonstrated that this practice can reduce re-offending, increase victim satisfaction, promote relationships within the community and reduce demand on services.

The Office of the Sussex Police & Crime Commissioner (OSPCC) funded a Restorative Practices Development Officer (RPDO) post in 2015-16 for twelve

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months. The RPDO strategically established restorative practices in relevant services and agencies in Brighton & Hove where conflict is managed prior to criminal justice interventions, evidenced progress to becoming a 'restorative city' and demonstrated best practice in delivering restorative outcomes by managing a small caseload. The RPDO was accountable for performance to the Safe in the City Partnership Board against criteria agreed by the OSPCC. Following an initial study into current restorative practices across Brighton & Hove and nationally it was identified that there is no national criteria to becoming a 'restorative city' so the project developed a pledge that "restorative practices are used & can be accessed in all front line city services where conflict is addressed".

Key achievements for 2015-17:

Our Restorative City steering action plan & steering group:

The RPDO developed this *Our Restorative City* action plan which is supported by a multi-agency steering group. Included in the responsibilities of the steering group is the development of local standards of restorative practice, in line with national guidelines suggested by the Restorative Justice Council. This is with the view that Brighton & Hove services that use restorative practices are working towards the Restorative Services Quality Mark (external accreditation awarded by the Restorative Justice Council).

Establish baseline measure of current restorative practices:

The RPDO mapped current restorative practices within Brighton & Hove to give a baseline measure of current best practice and providing insight into potential areas of development. Baseline measurement was taken from those who have been previously trained, key partner agencies and council services dealing with crime and conflict. Questions about restorative practice were asked and there was an analysis of current policies, training, practice and satisfaction rates. These questions are in line with national standards for offering restorative services. During these meetings the *Our Restorative City* action plan was discussed and participants were consulted as to their participation. The RPDO identified non-criminal justice agencies, external to the Council, where restorative approaches could be used as an early effective intervention to prevent escalation to criminal offences.

Our Restorative City Pledge:

The Community Safety Partnership communicated its commitment to restorative practice via a city-wide Pledge. This Pledge explicitly states how Brighton & Hove aims to become a Restorative City. Following this, and taking the information gathered by the consultation process, the RPDO developed briefing papers for each individual service that included a definition of Restorative Practice and its current usage (evidence base taken from local and national examples), recommendations of extending practice within that specific service, considerations (safeguards and training) and individual draft action plans. This enabled the RPDO to identify Restorative Practice Champions.

Restorative Champions Network

The RPDO developed and delivered training designed according to needs identified by specific services. Once trained, these Champions are supported by their managers to implement restorative practice within their casework and communicate training knowledge to their teams. A number of small-scale sample

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studies were run during this 12-month period. This allowed the RPDO to supervise and observe restorative practice in action and give insight into the potential benefits and obstacles of widening practice. The RPDO supported the Restorative Champions Network through monthly peer group meetings.

Communications and measurement:

The RPDO documented quantitative and qualitative measurements of restorative practice including reference to client satisfaction and performance management. Clear communication of how restorative practice works and why, both internally and externally is imperative for sustainability and towards a genuine culture change.

Evidencing best practice and project continuation:

The Community Safety Casework Team was used as a best practice example of restorative practice where resolution and hate is addressed and a pilot base for actions. The RPDO completed a final recommendation report with recommendations for managers and the council's Executive Leadership Team as to the continuing progression of restorative practice within Brighton & Hove.

The Office of the Sussex Police & Crime Commissioner and Brighton & Hove City Council agreed to fund the Restorative Practices Development Officer post for a further 12 months. The RPDO post was vacant between August-November 2016 and the project was held by the Community Safety Manager (ASB & Hate) as an interim measure. The *Our Restorative City* action plan has been revised following consultation between the RPDO, the *Our Restorative City* steering group and members of the Restorative Champions Network. This revised action plan was formally adopted on 8th March 2017. It has been created to show how the *Our Restorative City* outcomes of commitment, information, practice and satisfaction will be achieved in line with the Restorative Justice Council's Service Standards which are:

1. Leadership
2. Strategic & operational planning
3. Collaborative working
4. Supporting & developing people
5. Service delivery
6. Evaluating & improving

Key Performance Indicators and measurable outcomes:

- Recorded Restorative Interventions
- Client evaluation forms (satisfaction rates)
- Reducing re-offending/repeat clients
- Number of citizens given information on Restorative Practice (Social media and community engagement)

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- Positive experiences/outcomes from Restorative Practice (case studies)
- Calculated time (numbers of hours per case/police callouts vs restorative cases)
- Other indicators considered (calculated time and resources for specific cases- health, education, legal fees)

Our Restorative City project management:

- Restorative Practices Development Officer (RPDO) line managed by Community Safety Manager (ASB & Hate), Brighton & Hove City Council
- *Our Restorative City* project is sponsored by the Office of the Sussex Police & Crime Commissioner (OSPCC) within a pre-agreed Service Level Agreement (SLA) with Brighton & Hove City Council
- Quarterly SLA review meetings held between RPDO and OSPCC with an end of project evaluation



Safe in the City Champions

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| Standard | Restorative Service Standard criterion | How | Measure | Key Progress (RAG rating) |
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| Leadership | Service leaders demonstrate a commitment to restorative practice and can explain its importance and relevance to the achievement of organisational objectives | All members of Steering Group and Champions Network identify service leaders and ensure that all service leaders have received the half-day Champions training (or equivalent) to ensure that leaders can explain when asked how RP helps achieve organisational objectives. | Quarterly increase in leaders trained as reported by RPDO` in SLA reports. RSQM achieved in at least one Champion service by end of project. | <ol style="list-style-type: none"> 1. Briefings provided by RPDO to senior leaders in a wide range of BHCC/non-BHCC and key city partnerships (YOS, Safe in the City) 2. Following briefing by RPDO to BHCC Executive Leadership Team further budget was identified to fund RPDO post until 31.03.18. 3. RPDO time has been spent mainly on developing front-line services and identifies that Leaders training is still something that needs to be developed to ensure restorative approaches fully embedded. 4. Key progress reported quarterly to SPCC Partnership Manager & ORC Project Steering Group. 5. Project review begun to determine how further progress can be made in Leadership area. 6. YOS RSQM application submitted 11.12.17. 7. Many Champions services have begun to embed restorative approaches throughout services including in team meetings, supervision and reflective practice. Examples of this include PCST Casework Team supervision and Stopover reflective practice. 8. RPDO has provided Champions services with links to key Sussex RJ Partnership policies and procedures (e.g. risk assessment) 9. RPDO has produced templates for Restorative City non-criminal RJ conference scripts, participant feedback, etc. |
| | Service leaders can motivate and empower relevant staff to deliver good restorative practice, communicating clearly its value | With support from the Steering Group, Champions will work with service leaders to ensure RP is a standing item for team meetings, supervision and reflective practice (where available). Champions will promote examples and share with RPDO. | Examples will be referenced in quarterly SLA reports by RPDO. RSQM achieved in at least one Champion service by end of project. | |
| | Service leaders take responsibility for ensuring the development and implementation of policies and procedures which promote safe and effective restorative practice | Where necessary, RPDO & Steering Group will provide Champions with best practice examples of RP policies and procedures to enable Champions to review their own and make any required improvements. Champions will promote examples and share with RPDO. | Examples will be referenced in quarterly SLA reports by RPDO. RSQM achieved in at least one Champion service by end of project. | |



Safe in the City Champions

Sussex Restorative
Justice Partnership

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| Strategic & operational planning | The delivery of safe and effective restorative practice directly relates to the strategic objectives of services | With support from the Steering Group, Champions will work with service leaders to review strategic and operational plans to ensure service delivery adheres to RJC standards. Champions will promote examples and share with RPDO. | Examples will be referenced in quarterly SLA reports by RPDO. RSQM achieved in at least one Champion service by end of project. | <ol style="list-style-type: none"> 1. PCST & YOS strategies and operational plans agreed with clear RP objectives. 2. YOS RSQM application submitted 11.12.17. 3. Restorative City training courses developed and include RJC standards as best practice. TPQM application submitted 31.10.17. 4. Key progress reported quarterly to SPCC Partnership Manager & ORC Project Steering Group. 5. Project review begun to determine how further progress can be made in Strategic & Operational planning. 6. YOS RSQM process has led to establishment of a quarterly RJ Operational Group meeting to measure progress against aims and priorities. 7. YOS RSQM application submitted 11.12.17 |
| | Safe and effective restorative practice is embedded in business plan and/or other strategic planning documents | | | |
| | Restorative practice objectives are realistic, measurable and deliverable and have sufficient resources allocated to their achievement | | | |
| | Service policies and plans take account of stakeholder and organisational requirements relating to restorative practice | With support from the Steering Group, Champions will work with service leaders to review strategic and operational plans to ensure service policies meet needs of stakeholders. Champions will promote examples and share with RPDO. | Examples will be referenced in quarterly SLA reports by RPDO. RSQM achieved in at least one Champion service by end of project. | |
| | Service staff understand the importance of restorative practice to organisational aims, priorities and how it relates to their role | With support from the Steering Group, Champions will work with service leaders to ensure RP is a standing item for team meetings, supervision and reflective practice (where available). Champions will promote examples and share with RPDO. | Examples will be referenced in quarterly SLA reports by RPDO. RSQM achieved in at least one Champion service by end of project. | |
| Collaborative working | Services identify and encourage effective collaborative working with | All members of Steering Group and Champions Network use regular | Champions produce case studies to publicise successes; | <ol style="list-style-type: none"> 1. Key achievement of the entire project so far has been the ongoing development of the Restorative Champions Network. Significant improvement and development in |

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| relevant external partners | meetings to identify opportunities for collaborative working such as multi-agency responses to anti-social behaviour, noise nuisance, behaviour & attendance in schools, community conflict, etc. | RPDO will publish on Safe in the City webpage and reference in quarterly SLA report. RSQM achieved in at least one Champion service by end of project. | <p>multi-agency working and referrals as a result.</p> <ol style="list-style-type: none"> 2. This is demonstrated by increase in qualitative case studies published online by PCST Casework, Brighton YMCA & Stopover. 3. BHIMS has provided training to a number of different Champions services about conflict resolution etc. 4. YOS RSQM application submitted 11.12.17 5. Project review begun to determine how further progress can be made in Collaborative Working 6. Champions Network signed up to Sussex RJ Partnership Information Sharing Agreement. 7. Champions Network is a key source of peer support in the city. 8. Key progress reported quarterly to SPCC Partnership Manager & ORC Project Steering Group. |
| Services clear regarding the outcomes sought from working with its external partners and the procedures to be followed towards achieving them | Steering Group and RPDO to develop guidance and share with Champions | Guidance produced and reported by RPDO in quarterly SLA report. RSQM achieved in at least one Champion service by end of project. | |
| Organisations work with external partners to deliver safe and effective restorative practice, encouraging information sharing in line with relevant RJC guidance and legislative requirements | Steering Group and Champions provide information and advice to service leaders using RJC guidance and legislative requirements when planning collaborative work to tackle shared issues such as anti-social behaviour, etc. Champions will promote examples and share with RPDO | Examples will be referenced in quarterly SLA reports by RPDO. RSQM achieved in at least one Champion service by end of project. | |
| Effective internal collaboration supporting the provision of effective restorative practice | RPDO to support Champions to develop effective support for all restorative practitioners | Examples will be referenced in quarterly SLA reports by RPDO using the RJC self-assessment template. RSQM achieved in at | |



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| | | | least one Champion service by end of project. | |
| Supporting & developing people | All those delivering restorative practice in organisations trained in restorative practice in line with RJC guidance and codes of practice | RPDO promotes RJ Facilitator training opportunities offered via SRJP to Steering Group and Champions Network. RPDO develops and provides RP awareness training based on RJC guidance and standards. | Quarterly increase in trained RJ Facilitators as reported by RPDO in SLA reports. RSQM achieved in at least one Champion service by end of project. | <ol style="list-style-type: none"> 1. Sussex RJ Partnership has provided RJ Facilitator training to a number of staff from across the Restorative Champions Network. 2. YOS and RPDO have provided restorative practices training to Children's Services, care home providers and across the Champions Network. 3. Restorative City training courses developed and include RJC standards as best practice. TPQM application submitted 31.10.17. 4. YOS RSQM application submitted 11.12.17 5. RPDO has attended RJC events around Sensitive & Complex Cases and Sussex RJ Partnership RJ supervision training. Learning from this has been embedded in Restorative City Training courses. 6. Project review begun to determine how further progress can be made in Supporting & Developing People. 7. Key progress reported quarterly to SPCC Partnership Manager & ORC Project Steering Group. |
| | Organisations implement procedures which are effective in developing and maintaining the relevant levels of competence of all individuals involved in providing restorative practice in line with relevant RJC guidance | Steering Group and RPDO support Champions to access training and development opportunities that meet RJC guidance and standards. | Quarterly increase in trained RJ Facilitators as reported by RPDO in SLA reports. RSQM achieved in at least one Champion service by end of project. | |
| | Good restorative practice identified and disseminated across all relevant individuals in the organisation | Steering Group and RPDO share best practice to organisations via their Champion. Champions will promote examples and share with RPDO. | Examples will be referenced in quarterly SLA reports by RPDO. RSQM achieved in at least one Champion service by end of project. | |
| | Organisations have policies and procedures in place to manage individual and team restorative practice performance effectively | Steering Group and RPDO share best practice to organisations via their Champion. Champions will promote examples and share with RPDO. | Examples will be referenced in quarterly SLA reports by RPDO. RSQM achieved in at least one Champion service by end of | |

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| | | | project. | |
| | Services have effective restorative practitioner supervision arrangements in place | RJ Facilitators trained via SRJP access RJ & CR cases allocation via Brighton & Hove Divisional RJ Hub. RPDO & RJ Hub produce supervision guidance to Champions who have not been trained via SRJP. | Quarterly increase in trained RJ Facilitators as reported by RPDO in SLA reports. Supervision guidance produced. RSQM achieved in at least one Champion service by end of project. | |
| Service delivery | Service's restorative practice delivered in line with RJC practitioner guidance | RPDO supports Champions to self-assess their service delivery using the RJC RSQM tool | RSQM self-assessment summary in project evaluation report. RSQM achieved in at least one Champion service by end of project. | <ol style="list-style-type: none"> 1. YOS and PCST Casework service have both self-evaluated using the RJC tool. 2. YOS RSQM application submitted 11.12.17. 3. RPDO has attended RJC events around Sensitive & Complex Cases and Sussex RJ Partnership RJ supervision training. Learning from this has been embedded in Restorative City Training courses. 4. Project review begun to determine how further progress can be made in Service Delivery 5. Key progress reported quarterly to SPCC Partnership Manager & ORC Project Steering Group. 6. RPDO created and shared Outcome & Satisfaction forms based on SRJP templates. |
| | Restorative practice delivered only by individuals with relevant skills, knowledge and experience | Steering Group & RPDO provide guidance based on RJC Service Standards to enable Champions to ensure skills, knowledge and experience meet these Standards | ORC personal standards guidance produced and promoted. RSQM achieved in at least one Champion service by end of project. | |
| | Restorative interventions delivered by services meet the needs of participants | Steering Group & RPDO provide Champions with participant evaluation & feedback forms based on | ORC evaluation & feedback form template produced and promoted. RSQM | |

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| | | RJC Service Standards. | achieved in at least one Champion service by end of project. | |
| | Communications with potential and actual restorative practice users appropriate for their needs | RPDO promotes RJ Facilitator training opportunities offered via SRJP to Steering Group and Champions Network. RPDO develops and provides RP awareness training based on RJC guidance and standards. | Quarterly increase in trained RJ Facilitators as reported by RPDO in SLA reports. RSQM achieved in at least one Champion service by end of project. | |
| | Services ensure that individuals and teams maintain restorative practice records in line with RJC guidance, organisational policies and relevant legislation | | | |
| | Services have agreed procedures for identifying and recording service user feedback and all restorative service staff understand them | | | |
| | Services evaluate progress against individual, team and organisational restorative practice objectives | Champions work with service leaders to ensure regular evaluation of progress against objectives. Champions will promote examples and share with RPDO. | Examples will be referenced in quarterly SLA reports by RPDO. RSQM achieved in at least one Champion service by end of project. | <ol style="list-style-type: none"> 1. YOS RSQM process has led to establishment of a quarterly RJ Operational Group meeting to measure progress against aims and priorities. 2. YOS RSQM application submitted 11.12.17. 3. Quality assurance policy drafted as part of TPQM process and will inform RSQM in YOS and across Champions services in 2018-19 potentially. 4. RPDO attends local, regional and national RJ events and |

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| Services implement effective quality assurance processes which maintain safe, effective and consistent restorative practice | Steering Group & RPDO provide quality assurance process guidance based on RJC Service Standards to enable Champions to ensure consistency in practice | Quality assurance process guidance produced and promoted. RSQM achieved in at least one Champion service by end of project. | <p>shares best practice via Champions Network e.g. sensitive & complex cases, hate crime, supervision, etc.</p> <ol style="list-style-type: none"> 5. Project review begun to determine how further progress can be made in Evaluating & Improving. 6. Key progress reported quarterly to SPCC Partnership Manager & ORC Project Steering Group. |
| Service user and partner feedback used to inform the development of the restorative service | Steering Group & RPDO support Champions to develop service user and partner feedback process so that it can be used to inform future service development. | Service user & feedback process developed and promoted. RSQM achieved in at least one Champion service by end of project. | |
| Services maintain networks with other providers of restorative services using relevant comparative information to inform the development of the service | Steering Group and Champions Network meet at least six times per year as arranged by RPDO to share best practice to inform future service development | Examples will be referenced in quarterly SLA reports by RPDO. RSQM achieved in at least one Champion service by end of project. | |
| Organisations effectively use the evaluation of its restorative practice and relevant developments in the field of restorative practice to inform a programme of ongoing improvement | Steering Group & RPDO support Champions to work with their service leaders to ensure processes in place to regularly evaluate & improve services. Steering Group, Champions & RPDO share developments with each other | Examples will be referenced in quarterly SLA reports by RPDO. | |



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| Expected outcome/sub outcome as per SRJP & BHCC Service Level Agreement | Performance Measure |
|--|---|
| Brighton & Hove becomes a 'restorative city' | 66% of services offer restorative practices to harmed person |
| Appoint Restorative Practices Development Officer | Appointed in September 2016 and fully operational & effective by November 2016 |
| Harmed people are offered and can access information on restorative practices at a greater number of points in resolving conflicts in the city | Number of points restorative practices available, number of harmed people offered/opted for a restorative service |
| Harmed people are satisfied that where restorative practices are used their case has been properly resolved | Harmed person satisfaction levels |
| RJC criteria met in enabling Brighton & Hove to be accredited as a 'restorative city' | RSQM achieved in at least one Champions service |
| Restorative practices are used or accessed in all front line city services where conflict is addressed | Cases delivered and cases considered using restorative practices |

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Appendix one: Calendar for action June 2017 – March 2018

| Jun 2017 | Jul 2017 | Aug 2017 | Sep 2017 | Oct 2017 | Nov 2017 | Dec 2017 | Jan 2018 | Feb 2018 | Mar 2018 |
|---|---------------------------------------|---|--|---|---|---|--|--|--|
| Expansion of service delivery | Expansion of service delivery | Expansion of service delivery | Expansion of service delivery | SLA review & next steps for ORC project | IRJW event | RPDO to complete draft of proposed activity for 2018-19 (funding TBC) with focus on Health & Adult Social Care, Families, Children & Learning and Neighbourhoods, Communities & Housing | ORC project evaluation with key stakeholders | ORC project review & continuation report | Steering group meeting to conclude project review & continuation report (informed by BHCC etc. budget decisions) |
| Restorative Champions Network meeting | Steering group meeting | SLA Q3 review | SLA project evaluation | Restorative Champions Network to agree future needs of Network. | Steering group meeting to agree aims for remainder of 17-18 | Q3 RCN peer support meeting | Steering group meeting to present initial findings of project evaluation | | Q4 RCN peer support meeting (format TBC) |
| RPDO presents to Safe in the City Partnership Board | RSQM first site visits for PCST & YOS | Restorative Champions Network meeting to consider future needs of Network | BHCC ELT identify key aims for ORC project Nov 17-Mar 18 | RSQM final site visits for PCST & YOS | ORC cases to be coordinated via B&H RJ Hub with separate peer support for RCN members | | | | Funding for RPDO post ends 31.03.18. |
| PCST & YOS RSQM evidence review | | | Steering group meeting to consider ELT aims for project | | | | | | |

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Appendix two: Our Restorative City project steering group

