

# Restorative Bristol Report



restorative **bristol**

**1 Year on**



Government trials showed that 85% of victims were satisfied with a restorative process and 72% would recommend it to others

## WHAT IS RESTORATIVE BRISTOL?

Restorative Bristol acts as an umbrella for all restorative practitioners and services to come together and develop innovative and ground-breaking approaches to tackling conflict in the city. Bristol has a number of established and dedicated services which are using restorative approaches to address conflict in our communities, schools and in the criminal justice system. Restorative Bristol aims to bring these services together to provide a multi-agency approach to restorative actions and a forum to share ideas and develop solutions to challenging and dysfunctional behaviour.

Restorative Bristol was first conceived as an idea in late 2007 following a conference sponsored by Safer Bristol, Places for People and the Police. In November 2010 a group of practitioners and interested individuals started meeting with the aim of linking those involved in restorative practices within Bristol. The group now known as the Restorative Bristol Practitioner and Advisory Group (PAG) continue to meet and organise workshops to share and develop best practice.

On 11<sup>th</sup> December 2012, a conference took place that officially launched Restorative Bristol. Bristol's newly elected Mayor, George Ferguson, and Avon & Somerset Police & Crime Commissioner, Sue Mountstevens, gave their support to the restorative movement in the city.

Since then things have continued to gain momentum across the city. The Restorative Bristol Board consisting of partner agencies from the public, private and voluntary sectors began meeting to provide a strategic steer to the newly appointed Restorative Bristol Project Officer. A strategy for the future development of services was launched on the 4<sup>th</sup> November 2013 and a standard for local agencies and individuals to become part of Restorative Bristol was distributed to key partners across the city. Restorative Bristol is well on the way to achieving 20 partner agencies and individuals by Christmas 2013.

The Restorative Bristol website, to be launched in early 2014, will act as a community hub for Restorative Bristol members to network and share ideas, whilst acting as an information tool for local people to explore the benefits of engaging in a restorative approach. It will also act as a springboard to launch Bristol as a force in the international restorative community and become a world leader in developing and championing the use of restorative approaches.

Bristol is a city that likes to be different and Restorative Bristol will continue with that tradition by using restorative approaches to tackle challenging and complex problems. With the support and commitment of the board, professionals and volunteers across the city, Bristol is well on its way to becoming a truly restorative city.

Restorative Bristol has been set up to continue to **'promote and support all sectors, communities and the public to embrace a restorative culture where our response to dealing with initial conflict, wrong doing or harm, puts the wishes and needs of the person(s) harmed at the heart of any restorative approach, community resolution or restorative justice activity'** (Marilyn Harrison, Safer Bristol Chair and Assistant Chief Officer with Avon and Somerset Probation Trust)

## RESTORATIVE BRISTOL STRATEGY

Develop a range of **COMMUNICATION** tools to promote our efforts, good practice and learning

Develop a **STANDARD** for organisations and individuals to meet to become part of Restorative Bristol

Identify **TRAINING** needs, developing and implementing a training package to meet these needs across our diverse population within Bristol

Make restorative approaches available to everyone, with a skilled and **DIVERSE** workforce across the city and develop a service user group to meet community needs

Work collaboratively with key partners in different organisations adopting a **MULTI-AGENCY** approach to strengthen the use of restorative approaches across the city

Continue to develop **INNOVATIVE** ways of using restorative approaches in Bristol with special emphasis on hate crime, substance misuse, homelessness and workplace tension

Develop a clear set of **PERFORMANCE MEASURES** to record the number of restorative approaches being used across the city and evaluate their effectiveness

“I feel blessed to have been given the opportunity to take part in the process and get closure on the incident. The whole thing (from being asked to be involved) was handled professionally, sensitively and evidenced a great deal of consideration for the needs of all parties.” (Person harmed)

“Restorative approaches are some of the most effective means we know of for facilitating the development of respectful and cohesive communities. The approaches foster the development not only of good conflict resolution skills, but also help people to understand how to avoid harmful situations before they even occur. Bristol is already filled with excellent examples of this and I hope and believe that the Restorative Bristol strategy will only see these examples grow and take root further” (Dr. Duncan Gillard, Educational Psychologist)



## RESTORATIVE BRISTOL GOVERNANCE

**Restorative Bristol is governed by the Restorative Bristol Board whose aims are to –**

Provide strategic leadership and direction to partners in delivering a Restorative Bristol and a Restorative Bristol Strategy

Champion restorative approaches and methodologies and increase awareness across the community

Ensure there are clear standards for the delivery of restorative approaches and that practitioners are trained to agreed standards

Ensure effective communication mechanisms are in place to promote restorative approaches, best practice and learning tools and to celebrate achievements across the city

Maximise the use of restorative approaches across the city and in different settings (e.g. criminal & civil justice, neighbourhoods, schools, workplaces and families)

Ensure restorative approaches are only used where appropriate

## RESTORATIVE APPROACHES: DEFINITIONS

### MEDIATION (CONFLICTS)

Mediation is a process whereby people in conflict work together to resolve their issues with the support of an impartial mediator. The mediator is there to help the parties seek a solution and provide a safe and open forum for all parties to express their concerns. Mediation is used in a range of settings including, but not limited to housing disputes, relationship breakdowns and employment.

### HARM-HARMER MEDIATION

This is a process in which an impartial third party helps the harmed and harmer to communicate, either directly or indirectly. The mediation process can lead to greater understanding for both parties and sometimes to tangible reparation.

### RESTORATIVE CONFERENCING

This is similar in principle to harm-harmer mediation but involves families of the harmer and harmed and other relevant members of the community. Often a script of questions is used.

### FAMILY GROUP CONFERENCING

This is similar to restorative conferencing but the harmer's family has some private time to come up with a viable plan for reparation and for the future.

### REPARATION

This is the action taken by the harmer to put right the harm done, whether directly to the harmed or indirectly to the community.

### VICTIM-OFFENDER GROUPS

These are groups in which victims of crime and offenders meet, usually for a set number of sessions, where the victims have suffered similar crimes (but not the actual crimes) to those perpetrated by the offenders (e.g. burglary victims and burglars).

### VICTIM AWARENESS WORK

This is work done with offenders, to help them become more aware of the effect their crime has had on their victim(s). It can be undertaken in its own right and also as a preparation for a meeting with the victim.

## RESTORATIVE PROJECTS IN BRISTOL...

### **bristol mediation** talk it through

Bristol Mediation is a charity, established in 1987, based in East Bristol, providing mediation to neighbours in dispute in Bristol and surrounding areas. They work with local authority tenants, home owners, private tenants, housing association tenants and people in supported accommodation. They receive over 100 cases per year from housing officers, Police, ASB teams, support services and self-referrals. Issues they work with include noise, abusive and threatening behaviour, lifestyle differences, children's behaviour, boundary issues, property and garden disputes, animals and breakdowns in communication and relationships. Bristol Mediation also runs accredited mediation training periodically in Bristol.

#### CASE STUDY

This case involved two parties living above and below each other in a social housing block. Two mediators visited them in their homes. Party A was nervous, anxious and angry, but willing to meet her neighbour to sort things out. She complained about excessive noise. Party B was also anxious, but admitted to aggressive behaviour when she was upset by party A. However, she was not prepared to meet, as she saw party A as more powerful than her. Then her boyfriend joined the discussion and persuaded her to meet. The date, time and neutral venue were agreed. At the joint meeting, party B started by apologising; saying it was all her fault. Party A accepted the apologies and was ready to sign an agreement. However, the mediators encouraged both parties to explore further, and this led to a deep sharing of personal experiences and tragedies, and helped the parties to see each other in a new light. They left the meeting talking together.

#### CONTACT

Julie Cox, Service Manager. Tel: 0117 9415379 / 07534 188396 or E-mail: [casework@bristol-mediation.org](mailto:casework@bristol-mediation.org) / [info@bristol-mediation.org](mailto:info@bristol-mediation.org)

Web: [www.bristol-mediation.org](http://www.bristol-mediation.org)



## BRISTOL HOMELESS MEDIATION SERVICE (BHMS)

Mediation is used to help people to resolve / work out conflict within their housing and to stop people becoming homeless.

The service is completely impartial and mediators do not make judgement. Its aim is help people find a solution that is acceptable to all the people involved. This is what is called a win-win situation. The service is free and confidential and there is no other project like it in Bristol and is open to people of all ages and backgrounds across Bristol.

### CASE STUDY

Gemma was living at home. Just before her eighteenth birthday she started drinking heavily and returning home late. Unbeknown to her mother, Gemma was also trying 'recreational drugs'. There were rows at home, and very soon stalemate was reached. Gemma didn't want to live by her mother's rules any longer. Her mother felt that Gemma was becoming more and more abusive, and that her behaviour was starting to have an effect on her siblings. She felt she had no choice but to ask Gemma to leave the family home. Gemma felt her mother was too controlling and agreed that it was no longer suitable for her to live at home. Individual meetings were set up with the parties to discuss the reasons for the breakdown in the relationship, and alcohol and drug use. Several joint meetings took place with mother and daughter looking at ways to improve their relationship. Through mediation Gemma was able to tell her mother about her drug use. She was then able to be clean of drugs for several weeks. The long term plan is for Gemma to return home.

### CONTACT

Chrissy Wyatt, Service Coordinator. Tel: 07772 445404 or E-mail: [mediation@1625ip.co.uk](mailto:mediation@1625ip.co.uk)

Web: [www.1625ip.co.uk](http://www.1625ip.co.uk)



## TACKLING YOUTH HATE CRIME

Stand Against Racism & Inequality (S.A.R.I.) have recently been commissioned to pilot the use of restorative justice in hate crime cases involving perpetrators aged 16 – 25 years old. The project has now been successfully set up and a number of S.A.R.I. caseworkers have been trained to facilitate restorative justice conferences. S.A.R.I. is working closely with the Police, Bristol City Council and schools to increase the number of participants in this ground-breaking project.

### CASE STUDY

The victim, a young Black British school girl was subjected to sexual and racist cyber bullying on Facebook, perpetrated by two boys from another school. The parents of the girl were concerned for the safety of their child due to the explicit nature of the messages. The parents of the girl did not feel that either school were doing enough to address the incidents so they contacted S.A.R.I., who suggested a restorative approach.

S.A.R.I. staff visited both the victim and offenders at their schools in preparation for a face to face conference. The boys were talked through the purpose and procedures of the RJ process. Both boys expressed regret for the Facebook abuse, with one of the offenders saying that he did not think action would be taken against him and became very scared as soon as the victim's mum got involved. Both offenders knew they had caused a lot of hurt to the victim and her family and wanted the opportunity to apologise.

In preparation for the conference the victim said she did not understand why the boys had written the things they did and that they had made her very upset. She said that due to the incidents she was now afraid to walk on the other side of the road, as one of the boys lives on that side. She hoped that the conference would make the boys see how much hurt they had caused her and that they would offer her an apology.

S.A.R.I then facilitated two conferences, one for each of the boys, who had their parents there for support. Even though emotions ran high in both conferences, all the parties involved remained calm throughout. The boys and their parents listened respectfully to the girl and her father as they explained the effect the comments had on them. The boys apologised for their behaviour and signed an agreement not to do it again. The victim was very satisfied with the conference and there have been no further incidents since.

### CONTACT

S.A.R.I. Tel 0117 942 0060 or E-mail: [sari@sariweb.org.uk](mailto:sari@sariweb.org.uk) Web: [www.sariweb.org.uk](http://www.sariweb.org.uk)



## SHIREHAMPTON PRIMARY SCHOOL

Shirehampton Primary School began its Restorative Justice (RJ) journey in 2012. They wanted to incorporate an approach that moved away from a punitive system to one that sought to educate yet involve their pupils. The approach would focus on pupils' knowledge of managing their feelings/behaviour and would be skills they would take with them into their future lives. RJ met their requirements and has since been a resounding success.

### CASE STUDY

At Shirehampton Primary School they pride themselves on quality education they provide their pupils. Several pupils have joined the school having found it challenging to manage their feelings and behaviour in other contexts. One child in particular had been in danger of being permanently excluded from his previous school after showing repetitively aggressive behaviour and a disregard for others' welfare. After arrival, this child's needs were swiftly identified and an action plan put in place to meet his needs. This plan involved all adults in school who had contact with the child and relied heavily on the principles and practices of RJ. The desired outcome was for this child to appreciate how his behaviour impacted on others, and to acquire a bank of strategies that secured his positive interactions with others. One year on, the child engages positively with peers and adults alike, and is making good progress in his learning.

The impact RJ has had on Shirehampton Primary School has been impressive. Staff and governors believe the RJ approach is second to none for teaching children how to manage maturely their own behaviour effectively and why this is important; Pupils describe how they feel fully involved in any processes that deals with behaviour and their voices are heard and acted upon; Parents have commented how their children are now more empathetic towards their peers and adults alike; Ofsted commented on the effectiveness of our approach through the implementation of RJ; The school community has been strengthened and the practice continues to evolve over time in response to the school's needs and challenges.

### CONTACT

Shirehampton Primary School, Tel: 0117 903 1447

"Restorative justice is always something I have believed in, but I wasn't expecting such positive results so quickly."

Louisa Munton, Shirehampton Primary School Head – The Bristol Post (June 18, 2013)



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Restorative Bristol builds connections and networks between organisations and individuals who work across the spectrum of restorative approaches. We recognise and value the diversity of applications of this approach and also recognise the common principles which underpin restorative work. Restorative Bristol is compiling a membership of groups, individuals and organisations who achieve the desired Restorative Bristol Standard.

For further information on becoming a RB member please contact the Tommy Jarvis, Project Officer on [Thomas.jarvis@bristol.gov.uk](mailto:Thomas.jarvis@bristol.gov.uk)



## BRISTOL NEIGHBOURHOOD JUSTICE TEAM

Supported by Restorative Solutions & Safer Bristol, the Police in Bristol introduced the use of RJ as a problem-solving tool with the introduction of Neighbourhood Policing in 2005.

In 2008/2009, Bristol was one of six areas that took part in the national pilot for the Youth Restorative Disposal scheme sponsored by the Ministry of Justice (MOJ), Association of Chief Police Officers (ACPO) and Youth Justice Board (YJB). As a result of this opportunity 700 police officers in Bristol were then trained to level 1 (one-day course) and since that time have been able to use RJ in its 'instant' form to resolve low-level incidents of crime and anti-social behaviour (ASB). Over 5000 incidents per year (Avon and Somerset), 13% of all detected crime, is consistently dealt with by way of RJ.

In addition to the Police, the Neighbourhood Justice team (NJT) is a group of trained volunteers who prepare and facilitate restorative conferences in cases of low level crime, anti-social behaviour and neighbourhood disputes at a community level. The team works closely with Neighbourhood Policing Teams and local partner agencies, to increase victim involvement and satisfaction, to reduce re-offending rates and to empower local communities to deal with and resolve local neighbourhood situations in a positive way for all those involved.

### CASE STUDY

Two young people were involved in an incident in which one had physically assaulted the other, following an argument. The parties had previously been good friends and the police decided that a restorative approach would be the most positive way forward to resolve the situation. Both boys were supported by their mothers who greatly assisted the preparation process and ultimately at the conference. Both boys were able to fully discuss the reasons behind the incident; feelings and actions were explained, apologies were offered and accepted, and both boys determined to take their friendship forward, suggesting activities they could undertake together. A follow-up after three months confirmed the boys were back to being best friends. Both parents were extremely positive about the whole experience and how the facilitators had dealt with the matter, allowing all parties to feel an involvement in the process.

### CONTACT

Helen Rosenthal. Tel: 0117 9529742 / 07584 483383/0117 95 9742 or E-mail: [helen.rosenthal@avonandsomerset.police.uk](mailto:helen.rosenthal@avonandsomerset.police.uk) or [ioanne.quinton@avonandsomerset.police.uk](mailto:ioanne.quinton@avonandsomerset.police.uk)



## POST-CONVICTION RJ WITH PRIORITY OFFENDERS

The project is primary-focussed on bringing burglars and robbers from Bristol together with their victim(s). All offenders meeting this remit are referred to the project at time of sentencing for consideration for RJ. The restorative meetings take place either in HMP Bristol, or in the community, depending on the offender's location. Other referrals outside of this remit are looked at on a case-by-case basis.

### CASE STUDY

A very prolific burglar who was sentenced for over 50 burglaries met 5 of his victims from 3 of the offences. All of the meetings went well with the victims all scoring the process 9/10. In his feedback sheet, the offender said, 'If there is any way I can help my victims post-meeting, I would like to.' Following discussions with the project coordinator, the offender offered to pay his victims back from his prison wages and savings for the financial loss that they had incurred from the offences. He is currently half way through repaying a £500 debt to the 5 victims and hopes to clear the debt before being released next year. This case appeared as an article in 'Resolution', the Restorative Justice Council's magazine.

### CONTACT

PC Nick Hughes 3896, Newfoundland Road Police Station. Tel: 07917 750902/0117 9529745 or E-mail: [nick.hughes@avonandsomerset.police.uk](mailto:nick.hughes@avonandsomerset.police.uk)

"It's wonderful that Bristol is aiming to be a restorative city. This involves many projects getting together to see how they can work together more effectively to achieve this. A restorative approach will pay many dividends in the future in creating a positive atmosphere in the city" (Dr. Marian Liebmann OBE)



## BRISTOL YOUTH OFFENDING TEAM (YOT)

Bristol YOT works with young offenders aged between 10 and 17, the primary aim being to reduce offending by young people in the Bristol area. One way to do this is to ensure that young people who commit crimes are encouraged to take responsibility for the harm and loss they have caused their victims, and make amends to their victim and/or the community through restorative justice.

Restorative justice is an important part of youth justice orders and sentences, from out of court disposals and referral orders to youth rehabilitation orders and young people serving custodial sentences. Between April 2012 and April 2013, 119 victims of crimes that were committed by young people were given the opportunity to participate in a restorative approach. 39 of those chose some form of restorative justice intervention. Taking part in a restorative process is completely voluntary for the victims of crime. The various restorative justice interventions delivered by Bristol YOT include face to face meetings between victims and offenders, shuttle mediation, letters of apology/responsibility and direct and indirect community reparation.

### CASE STUDY

Marcus, a 17 year old young person was working with YOT as a result of a Court Order imposed for an offence of burglary where he broke into a shed and stole a bike. Marcus's victim, Steven, was contacted by the YOT and offered a variety of restorative justice interventions. The victim said that he would like to meet the young person face to face at a restorative conference. This was then discussed with Marcus who agreed to meet with Steven. After careful preparation and risk assessments of both parties, the conference took place facilitated by the YOT. The conference gave Steven the opportunity to explain the impact of the offence upon him and his family, and raise his concerns over whether he had been specifically targeted. Marcus was able to apologise to Steven and explain that he had not been targeted which greatly relieved Steven. The meeting was a positive experience for all involved. Steven felt re-assured and that he had some closure regarding what happened, and Marcus was able to reflect upon the impact of his behaviour. On describing his experience Marcus said: "It felt good to meet the person that I'd stolen from and apologise. It was good to see that the victim was more relaxed when he realised he hadn't been targeted. I realised how upset he must have been – I would be if it happened to me."

### CONTACT

Bristol City Council, Caroline Mellon & Rachel Davies, Youth Offending Team. Tel: 0117 903 6480 Web: [www.bristol.gov.uk](http://www.bristol.gov.uk)



## EQUALITIES MEDIATION

Progressive Mediation is a private sector organisation which provides a chargeable service in cases where there has been a breach of the Equalities Act 2010, particularly in relation to disability. In situations where a disabled person has not been able to access a service or education Progressive Mediation will encourage the service provider to deal with the issue by way of face to face mediation. This may be the first time that a service provider has seen how their policies impact on a disabled person. This can help both parties find solutions that may not be possible by way of a court order.

### CASE STUDY

Sam is blind and was going on a train journey. An announcement was made saying that all passengers were expected to familiarise themselves with the safety notices. Sam requested a Braille version of the notices, but found that none were available.

Sam did not want to go to court but felt that the rail company should comply with its obligations under the Disability Discrimination Act 1995. The rail company agreed to attend mediation.

A very constructive mediation meeting took place and the rail company agreed that a Braille leaflet should be made available on all train journeys. Positively, it was also agreed that all staff working on the trains would receive Disability Awareness Training.

Sam was happy as he felt he achieved an outcome he might not have achieved in court. The rail company was happy as they could acknowledge the advantage to them of having well trained staff and they had not incurred the expense of going to court.

### CONTACT

Frances Place, Family & Equalities Mediator. Tel: 0117 924 3880 /07889 039393 or E-mail: [placefrances@googlemail.com](mailto:placefrances@googlemail.com)

Web: [www.progressive-mediation.co.uk](http://www.progressive-mediation.co.uk)



## BRISTOL CITY COUNCIL- NOISE POLLUTION & ANTI-SOCIAL BEHAVIOUR TEAMS

Bristol City Council's Noise Pollution and Anti-Social Behaviour (ASB) Teams have now been trained to Level 2 to deliver Restorative Justice. Ten officers now have the skills to prepare and facilitate restorative conferences to tackle noise related nuisance and other ASB across the city. Victims of noise nuisance and ASB will now be given even more opportunity to engage in a restorative approach to resolve neighbourhood disputes. The Council teams will continue to work collaboratively with others, including Bristol Mediation

### CASE STUDY

A case of persistent noise nuisance has been resolved in South Bristol, through the use of restorative approaches and informal interventions by Bristol City Council, Avon and Somerset Police and Bristol Mediation.

In August 2012, a family made a number of complaints to the Police, ASB & Noise Pollution Teams regarding the behaviour of their young male neighbours. The young men's behaviour, ranging from loud shouting, banging and music at all hours of the night was having a detrimental effect on the family, resulting in a family of 4 moving into one room at the back of their house.

After an informal meeting between the Police and the two sets of residents improved relationships, it was agreed to make a referral to Bristol Mediation. Bristol Mediation met with both parties in early 2013 leading to a mutual agreement being signed. It was also agreed that the young men would sign acceptable behaviour contracts (ABC's) in an effort to improve their behaviour as a commitment to improve their behaviour in the future

A multi-agency restorative approach between Bristol City Council, the Police and Bristol Mediation helped to avoid the need for lengthy and expensive formal actions. By involving those harmed, it also helped to empower the victims, so they had a say in the outcome.

### CONTACT

Bristol City Council, Noise Pollution/ASB Team. Tel: 0117 922 2500  
Web: [www.bristol.gov.uk](http://www.bristol.gov.uk)

27% fewer crimes were committed by offenders after they'd taken part in an RJ conference than those offenders who did not.



## AVON & SOMERSET PROBATION TRUST

Avon and Somerset Probation Trust has embarked on a programme to increase the capacity for the delivery of post-sentence restorative justice by recently training a number of staff in becoming RJ Facilitators. This will enhance the current capacity for RJ delivered currently through a Police RJ facilitator with offenders managed by the IMPACT and general Offender Management teams, and their victims. ASPT is also involved with a pre-sentence RJ Pathfinder currently being rolled out by Restorative Solutions and Victim Support.

The RJ activities in which they are involved are designed to be victim led and victim focussed; where victims have identified their wish to undertake RJ they will seek to enable it. When they identify offenders who may be suitable and willing to take part in a face-to-face conference this only proceeds if the victim is also completely willing, following careful preparation.

### CONTACT

Avon & Somerset Probation Trust. Tel: 0117 930 2500

Web: <http://avonandsomersetprobation.org.uk>

"Staff and pupils reported that RAiS helped increase the attendance rate because it reduced the likelihood of conflicts and victimisation that may have, otherwise, kept pupils at home"

(An evaluation of Bristol Restorative Approaches in Schools (RAiS), Layla Skinns, Natasha Du Rose and Mike Hough, ICPR, King's College London 26 February 2009)

## RESTORATIVE BRISTOL AIMS

### ORGANISATIONS

We want to encourage the effective use of Restorative Approaches amongst staff and employees across all sectors.

### PEOPLE HARMED THROUGH CONFLICT

Restorative Bristol will place the victims of crime at the heart of any restorative approach.

### PERPETRATORS

Although the victim of crime should be at the very forefront of restorative justice, a restorative process can also meet the needs of the offender.

### COMMUNITIES

By involving a diverse range of communities in Restorative Bristol, we will be better placed to develop solutions at a community level.

### FAMILIES

Restorative Bristol is embedding restorative approaches in schools, parenting and tackling conflict within the home.

### TRAINING

Restorative Bristol will work to make more training opportunities open to staff, volunteers and parents.

### INNOVATION

We want to make Bristol the national leader for restorative approaches and become a city that sets the benchmark for their uses.



## WORKPLACE MEDIATION

Mediation at Work is a private sector independent provider of workplace mediation services to public, private and voluntary sector organisations. For a cost, Mediation at Work helps organisations look at how they currently handle conflict - particularly where conflict turns into dispute. They use workplace mediation to provide an alternative way of resolving disputes and support employers and employees to use mediation to improve working relationships and increase focus on organisational goals.

### CASE STUDY

When a local health care trust called in Mediation at Work to assist the manager and deputy manager of a residential unit, the two were locked into an on-going dispute about their respective roles, responsibilities and performance. Both agreed to take part in mediation, and as a first step, met individually with mediator at a neutral venue away from their workplace. At these meetings, both spoke freely about their various concerns. The manager expressed her anxiety about the deputy's performance, in particular around the areas of finance and other administrative issues. She was also concerned about the poor relationship her deputy had with the rest of the staff team. For his part, the deputy outlined the pressures he and the rest of the team were working under, and also revealed that he was having difficulties at home. At a subsequent joint meeting to explore issues raised in the earlier interviews, it became clear that the deputy's problems in his home life was new information for the manager. For the first time, and with the mediator's encouragement, she was able to show empathy to the deputy. As the meeting progressed, a series of possible practical outcomes from the meeting were suggested and then examined by both parties, a process given clarity, but not direction, by the mediator. By the end of the joint session, they had:

- Agreed to review both their job descriptions together to establish a clearer definition of responsibilities and a greater understanding of each other's roles
- The manager agreed to develop new financial systems in consultation with the deputy
- The deputy manager asked for some training to help in finance and administration, which the manager agreed to help him arrange.

The meeting marked a turning point in establishing a better working relationship between the two, setting in place more honest and open communication than had been previously been possible.

### CONTACT

John Drowley. Tel: 0117 373 9192 or E-mail: [Johnd@mediationatwork.co.uk](mailto:Johnd@mediationatwork.co.uk)  
Web: [www.mediationatwork.co.uk](http://www.mediationatwork.co.uk)

“It was an eye opener and it made me feel upset about what I did. At the start, I couldn’t look her in her eyes and at the end I could as she accepted my apology and made me feel better about myself. Before this, I didn’t really care but now I know first-hand how it affects people and I would like to help them on release in any way possible” (Offender)

### GILLIAN DOUGLAS – CHAIR OF RESTORATIVE BRISTOL

“There is an energy and commitment to restorative approaches in Bristol with many partners actively offering restorative approaches to repair harm and resolve conflict. Restorative approaches have built up a momentum in the city and are here to stay.

The City Council recognises that offering restorative approaches is key to helping victims move on and to preventing reoffending. Our aim is to put victims at the heart of restorative approaches, design restorative approaches around the needs of the victim and ultimately support people to move from being victims to being survivors.

The buzz in Bristol around restorative approaches is building. It has been a privilege to chair the Restorative Bristol Board over the last year and see the leadership, expertise and drive of the partners resulting in new projects, clear standards for participating organisations, development of a website and roll out of training. What we need now is more signposting of victims in to restorative approaches, more pathways to recovery that build in RA as an offer and more evidence that people are accessing and benefiting from RA. This is the direction partners in Bristol are headed in.”

#### CONTACT:

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Crime Reduction Project Officer,  
Safer Bristol  
Tel: 07795600371  
Email:  
Thomas.jarvis@bristol.gov.uk

Restorative Bristol Website due to  
be launched in January 2014 –  
[www.restorativebristol.co.uk](http://www.restorativebristol.co.uk)

Twitter: @restorativebris

#### RESTORATIVE BRISTOL VISION

The vision is for all of Bristol’s many and varied communities to have well informed advocates and champions for restorative approaches who promote the benefits of engaging with restorative approaches. They will encourage and support others within their community to have the confidence to request a restorative approach to a local issue.

Restorative Bristol builds connections and networks between organisations and individuals who work across the spectrum of restorative approaches. We recognise and value the diversity of applications of this approach and also recognise the common principles which underpin restorative work.



restorative bristol



restorative **bristol**

working together to resolve conflict  
and repair harm