



Restorative Service Quality Mark

Supporting information

July 2016

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Foreword

I am delighted to introduce the revised Restorative Service Quality Mark (RSQM), a quality mark for restorative service providers. The quality mark was originally developed in 2013 as part of the Ministry of Justice Restorative Justice Action Plan which tasked the Restorative Justice Council (RJC) with the development of a new quality mark for service providers to enable them to demonstrate that they meet national restorative standards.

Since then, the RSQM has gone from strength to strength and is held by a range of organisations including schools, youth offending teams, the police and secure residential services. The RSQM has recently gone through a formal review process, which reported in March 2016. The review suggested a number of changes aimed at streamlining the application process and making it more efficient. These have now been implemented resulting in the production of a leaner, more accessible quality mark and this new supporting information.

Increasingly, the RSQM is sought out by commissioners of restorative services as the national indicator of quality service provision. Holding the RSQM shows that a service is committed to the delivery of excellence in restorative service provision.

We hope to receive applications from all restorative service providers, for any sector. If you are interested in applying please read this supporting document. If you have any questions please contact the standards team at standards@restorativejustice.org.uk or telephone 020 7831 5700.

Jon Collins
Chief Executive
Restorative Justice Council

Introduction

The RSQM is the quality mark for restorative services that can demonstrate that they meet the Restorative Service Standards (RSS). Services delivering restorative practice in any sector may apply for the RSQM. The RSS were developed by the RJC in 2013 and set the benchmark for good restorative service provision across all sectors including criminal justice, education, health and care. Following the review of the RSQM conducted in 2016, the RSS have been refined with the aim of making them more accessible, leaner and more user focused.

This document is designed to give services all the information they need to understand the RSQM, the standards which underpin it and the assessment process used. It also explains what services must do in order to maintain the RSQM and renew it.

It is suggested that this guidance is read by the members of staff with lead responsibility for undertaking the RSQM, particularly those who will be in contact with the RJC assessor allocated to their application.

Section One - What are the benefits of the RSQM?

Achieving the RSQM:

- Enables service providers to show that the quality of their work has been externally validated.
- Gives commissioners confidence in the services delivered by RSQM holders.
- Enables providers to market their restorative services in a competitive field.
- Increases participant safety and the quality of the service they receive.
- Increases participant confidence in the services delivered by RSQM holders.
- Demonstrates that evidence-based national standards are met and maintained.

The RSQM also comes with a host of other benefits, which include:

- Enhanced listing on the RJC Service Provider Register as RSQM accredited.
- Free listing on the RJC Practitioner Register for all practitioners within an RSQM holding organisation.
- Use of the RSQM logo on organisational materials and website.
- Copies of the RJC magazine, Resolution, and monthly e-bulletins for RSQM holder staff.
- Discounted entry for RSQM holder staff to RJC events and workshops.
- Free access to the RJC practitioner mentoring scheme.
- Negotiated discounts on training and events held by RJC partners.

The RSQM is an optional quality mark. There is no intention to make it compulsory for service provider members, although the RJC encourages all restorative service providers to work towards the RSQM as part of their organisational development work.

Section Two - Eligibility

A service provider may apply for the RSQM if it meets all of the following criteria:

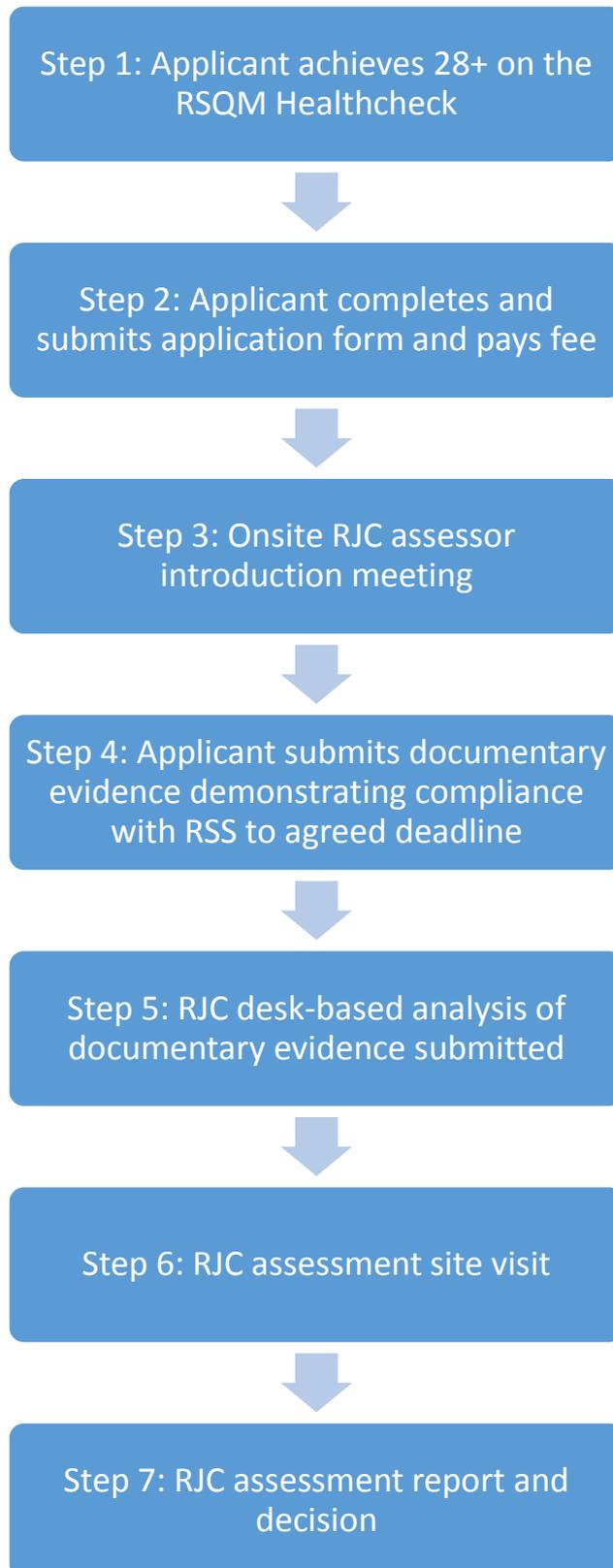
- a. it delivers restorative services¹ including formal direct processes
- b. it delivers at least one formal direct restorative process per year
- c. it has achieved a score of at least one point in relation to each question on the RSQM Healthcheck tool (www.restorativejustice.org.uk/rsqm)

Please note: Services should not submit an application in relation to the RSQM without having undertaken the Healthcheck and achieved at least a score of one point per question (which should be a minimum total 28 points in all). A score of less than one on any question will usually mean that the service is not yet ready to make a full application.

¹ Within the criminal justice sector the RJC defines restorative processes as follows: “Restorative processes bring those harmed by crime or conflict and those responsible for the harm into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward”.

Section Three - Process overview

The RSQM is a seven-step process as set out in the flowchart below.



Section Four - Time limit

Applications for the RSQM expire 12 months from the date on the application form. An RJC assessment decision must be made within the 12 month period. Applicant services must:

- Ensure that the introductory meeting takes place no later than two months after the submission of the application form
- Ensure that the documentary evidence and evidence planner is submitted no later than four months after the introductory site visit
- Ensure that the assessment site visit takes place no later than eight months after the submission of the application form
- Where applicable, complete the activity set out in the “Action Plan Stage” letter within three months of the date of the letter.

No extensions will be granted unless exceptional circumstances apply. Please see the RJC waiver policy (www.restorativejustice.org.uk/rjc-waiver-policy) for further details.

On expiry of the 12 month time limit, if the RJC assessment decision has not been made due to delays caused by the applicant service, the application will expire and if the service wishes to re-apply it must submit a new application form and pay the application fee (plus VAT) again.

In order to avoid time limit expiry applicants are strongly encouraged to:

- Apply for the RSQM only when they are ready and have achieved at least a score of one in relation to each question on the health check tool.
- Suggest three dates (from which one date will be selected) for the RJC assessor introduction meeting visit that fall within two months of the application date. These dates should be set out on the RSQM application form.
- Respond quickly to RJC requests for further information or clarification where these are made.
- Work with their RJC assessor to agree an assessment site visit date at the earliest possible date.
- Make every effort to ensure application forms are properly filled out and that contact details are clear.

Section Five - Assessment process in detail

Step 1 – Healthcheck tool

The Healthcheck tool is designed to help potential applicants consider whether their service is ready to apply for the RSQM. The tool goes through each of the Restorative Service Standards and asks potential applicants to assess whether or not they can meet and demonstrate compliance with each criterion. Applicants should be aware that they will be asked to demonstrate how they meet each criterion so they will need to think carefully about how and whether this can be done before scoring themselves on the tool. A score of zero, one or two may be entered. Zero should be entered where the applicant does not meet the criterion, one should be entered where the applicant meets the criterion in part and two should be entered where the applicant fully meets and can demonstrate compliance with the criterion.

There are 28 questions and they must all be answered.

A score of less than one in relation to any question is likely to mean that the organisation is not yet ready to undertake the RSQM and should not yet apply. Organisations should consider working towards achieving a one or two score for each question. A service scoring one (partially met) in relation to the majority of questions may have more it needs to do in order to be ready for an RSQM application.

The tool may be used as many times as is necessary to enable potential applicants to achieve a score of one or higher in relation to each question.

The Healthcheck tool may be downloaded from www.restorativejustice.org.uk/rsqm.

Step 2 - Application submission

The RSQM application form may be downloaded from www.restorativejustice.org.uk/rsqm.

All parts of the application form must be completed. The application form asks the applicant to provide information about the organisation and to confirm that it has achieved above 28 in the health check.

Scope: Applicants must set out the services they wish to be assessed on the application form. It is important that both the applicant and the RJC are clear at the outset about which services are in and out of the scope of the assessment. It is intended that RSQM assessment should be conducted in relation to all restorative services delivered by the applicant organisation.

The RJC will confirm the scope of the assessment with the applicant after reviewing the application form². Once scope has been confirmed at this stage it will not be possible to add or remove further services to or from the assessment.

If (during or after an RSQM assessment) an applicant wishes to have a further service assessed it may use the 'Additional Service Assessment' (ASA) process set out at section seven and pay the additional service assessment fee of £100 plus VAT.

The application form also requires a confirmation that the applicant is willing to pay the application fee of £4,000 plus VAT within 30 days of receipt of the RJC invoice.

The application form must be signed and dated. All efforts should be made to ensure that it is fully completed so as to avoid any delays to the process which may ultimately lead to the expiration of the time limit for applications (see Section Four).

If an applicant has questions about the application form, they should contact the RJC standards team at standards@restorativejustice.org.uk or telephone 020 7831 5700.

² If at the RJC assessor introduction meeting (AIM), it transpires that the agreed scope is no longer appropriate, the applicant service must contact the RJC to clarify scope before continuing.

Application fee:

The cost of the RSQM is £4000 plus VAT. This is the standard fee and will usually apply to all applicants. However, if you are a not for profit organisation and you have an annual turnover of less than £200,000 you will be eligible for the discounted assessment fee of £2,000 plus VAT.

The RJC **may** offer a bespoke assessment price for organisations where the set up, size or method of service delivery mean that the RJC delivery time or resources required for assessment are either substantially increased or decreased. The RJC reserves the right to increase the application fee proportionately in the case of organisations where assessment confers an additional significant burden on it over and above what would be normally expected.

If an applicant wishes to discuss a bespoke application fee for their RSQM application they should contact the RJC at standards@restorativejustice.org.uk or telephone 0207 831 5700.

Step 3 – On-site RJC assessor introduction meeting (AIM)

Once the application form has been processed and scope has been confirmed, the RJC will contact the applicant to agree a date for the AIM. This date will be selected from those provided in the application form and will be agreed in advance with the applicant.

The aim of the introduction meeting is to:

- Introduce the applicant organisation to the RJC assessor responsible for their assessment.
- Provide the applicant with an opportunity to ask any questions about the assessment process and for the assessor to give an overview of what will happen.
- Provide an opportunity for assessor and applicant to discuss the documentary evidence that may be submitted to demonstrate compliance with the RSS.
- Agree a deadline for the submission of documentary evidence in support of the application (this deadline will be confirmed in writing following the introductory meeting).
- Agree a provisional date for the assessment site visit at this meeting in order that the process is completed within a reasonable timeframe and the application does not expire.

As this is simply an introductory meeting it should take no longer than three hours. Applicants will need to decide which staff should be present at this meeting although it is recommended that at the very least this should include the person with responsibility for collating the application documentation.

Please note: applicants do not have to complete the evidence planner prior to the AIM. This document will be discussed and explained by the assessor at the meeting. However applicants should ensure that they have revisited their health check self-assessment and are in a position to discuss the results with their assessor if necessary.

Step 4 – Documentary evidence submission

Once the AIM has taken place, the applicant must collate documentary evidence which it will submit to the RJC demonstrating that it meets the RSS. Documentary evidence must be submitted along with a completed evidence planner, a copy of which can be found at www.restorativejustice.org.uk/rsqm. Applicants may wish to consider the sample completed

evidence planner (also available at the link above) which shows how the Planner may be completed and is included **for guidance purposes only**.

The table at Section Six of this Supporting information sets out the RSS in detail accompanied by guidance on the type of evidence that might be submitted. The evidence set out at Section Six is intended as guidance only and other types of evidence may be submitted. Documentary evidence is required for most but not all of the standards some of which are assessed via interview at the assessment site visit. The table at Section Six highlights which standards must be supported by documentary evidence, which will be assessed during the assessment site visit and which standards will be assessed via documentary evidence **and** site visit interviews.

Please note: documentary evidence submitted as part of an RSQM application should not include any personal data of participants or service users. Where such data is part of wider organisational documentation an applicant wishes to submit, all personal or sensitive data **must be redacted**. The RJC will not hold or manage documents that contain personal or sensitive data and these will be returned for redacting if submitted.

Documentary evidence should be submitted via email to the applicant's allocated RJC assessor. Applicants should note that the assessment process will be completed more quickly if documentation submitted is focused on relevance rather than volume. Voluminous documentation is neither required by the process nor will it assist the applicant in achieving the RSQM if it is not relevant to the criterion in relation to which it is submitted.

Applicants should therefore select a sample of evidence that demonstrates how they meet the criteria. Copies of every policy or strategic document relevant to the criterion are not required. Emphasis is placed on the salience and relevance of evidence submitted rather than volume. Submission of lengthy and irrelevant documentation will lengthen the assessment process and the time it takes the RJC assessor to come to a decision.

Evidence labelling: All evidence submitted with the RSQM evidence planner must be clearly labelled in order that the assessor can identify the standard the applicant wishes to evidence.

Each piece of evidence should be labelled in the top right hand corner of the front page. The label should include the applicant's name, relevant service standard and criterion.

For example: Peacetown CRC - RSS 6/6.1

The evidence planner should be accompanied by a completed RJC practitioner list form (www.restorativejustice.org.uk/rsqm) so that once the RSQM is awarded, practitioners working for the service can join the RJC Practitioner Register.

Step 5 – Desk-based analysis of applicant evidence

Once the completed evidence planner and supporting evidence has been received the allocated RJC assessor will conduct a desk-based review of the application. At this stage the assessor may go back to the applicant if s/he has questions about the evidence submitted or requires clarification about any aspect of the application.

The desk-based review will be an assessment as to whether or not the evidence submitted is sufficient for the purposes of meeting the RSS. The assessor will complete an evidence assessment form at this stage.

Once the documentation review has taken place, the assessor will contact the applicant to confirm the date and arrangements for the RJC assessment site visit.

In relation to the assessment site visit, applicants will need to agree (in advance) with their assessor:

- Availability of those individuals the assessor wishes to interview.
- Agenda/schedule for the assessment site visit (including timings).
- Availability of individual/s responsible for drafting documentation already submitted to the RJC on the site visit date.
- Availability of any additional materials or documents the assessor wishes to view on the day.

Step 6 – RJC assessment site visit (ASV)

The RJC assessor will visit the applicant onsite on the agreed date to conduct an assessment site visit (ASV). The purpose of the ASV is to:

- Conduct interviews with relevant individuals.
- View or enquire about any further documentation/information not submitted with the original application.
- Confirm practitioners working for the service are compliant with RJC registration requirements (see below).

A typical RJC ASV agenda will usually take one day and **may** follow the following format **which is for guidance purposes only**:

Activity	Relevant standards	Timings
Arrival and introduction to applicant organisation	N/A	30mins
Interview with CEO or relevant senior manager	1.1 / 1.3 / 2.3 / 4.4 / 6.1 / 6.2	1hr
Interview with restorative service team leader	2.3 / 4.4 / 5.1 / 5.2 / 5.3 / 6.1 / 6.3 / 6.5	1.5hrs
BREAK		
Tour of restorative service premises and facilities	2.3/5.1/5.3	45mins
LUNCH		
Interview with senior restorative practitioner	1.2/2.3/3.4/4.1/4.2/4.3/4.5/5.1/5.6/6.3	1hr
Interview with restorative practitioner	1.2/2.3/3.4/4.1/4.2/4.3/4.5/5.1/5.6/6.3	1hr
Interview with staff member/s (not restorative service staff)	2.5	30mins
Clarification of issues arising from visit (service team leader)	N/A	30mins

Applicants should ensure that any further documentation which their assessor has requested to see on the day of the assessment site visit is ready and available for that date. They should also ensure the availability of all interviewees so that the day runs as smoothly as possible. In cases of illness or other unavoidable absence, suitable replacements should be agreed with the assessor in advance where possible.

Practitioner registration: One of the benefits of the RSQM is that practitioners working for an RSQM holding service are entitled to be listed on the RJC Practitioner Register (www.restorativejustice.org.uk/practitioner-register). In order that this can be done once the RSQM is awarded, applicants should ensure that they can confirm to their assessor that their practitioners:

- a) have received facilitation training
- b) are case supervised by a restorative practitioner
- c) currently provide restorative processes
- d) operate in adherence to the RJC Practitioner Code of Practice

Please note: applicants should ensure that any volunteers working as practitioners with the service are included in the list of practitioners provided to the RJC.

Step 7– Assessment and decision report

The results of the desk-based review of application documentation and the ASV interviews will be collated and finally analysed by the assessor following the ASV.

An assessment decision will be made and the assessment report will be sent to the applicant.

There are three types of assessment decision that can be made:

- Passed – applicant is awarded RSQM.
- Application requires further work – assessor requires further information or for further activity to be undertaken before an assessment decision can be made.
- Not passed – applicant has not met the required standard and must submit a new application.

Passed – the applicant will be sent an RSQM trophy and certificate. They will be able to use the RJC RSQM logo on their service materials and their practitioners will be listed for free on the RJC Practitioner Register. They will also receive free RJC Service Provider membership for one year.

Application requires further work – If an applicant has demonstrated that they meet the majority but not all of the standards or where the assessor deems an application falls just short of passing, the applicant will be advised that they have not yet passed the assessment process. This is otherwise known as the Action Plan stage. The reasons for this decision will be set out in an action plan letter. The letter will detail what the applicant must do in order to meet the required standards. This may involve:

- submission of further documentation
- development of specific policies/processes
- implementation of specific activities

Applicants must complete the work required (or submit the documents requested) within three months of receiving the Action Plan stage letter. Applicants who fail to respond to an action plan letter within the three month time period (unless exceptional circumstances apply) will be deemed to have not passed and will be notified of this. In such cases applicants wishing to achieve the RSQM will need to need to submit a fresh application and pay the application fee again.

Not passed – where an applicant falls substantially below the required standards or where evidence of mal or poor practice are identified via the assessment, they will not be awarded the RSQM. An assessment report will be sent detailing the not passed decision and the reasons for it. The report will set out areas where the service should be developed in order that the quality of service is capable of meeting the RSS. Such development may include activities for the applicant to consider undertaking before submitting a fresh application for the RSQM. Applicants who have not passed who wish to apply again will need to submit a new application and pay the application fee again.

Section Six – Restorative Service Standards, guidance and indicative evidence

There are six Restorative Service Standards:

1. **Leadership** – restorative practice is championed at a senior level, with leaders promoting the strategic importance of restorative practice and ensuring its delivery is safe and effective.
2. **Strategic and operational planning** – effective restorative practice is embedded within the organisation’s strategic and operational policies and plans.
3. **Collaborative working** – the organisation works collaboratively to deliver safe, effective and consistent restorative practice.
4. **Supporting and developing people** – the organisation supports and develops its people in providing good restorative practice.
5. **Service delivery** – delivery of restorative practice is safe, effective and accessible.
6. **Evaluating and improving** – the organisation monitors and evaluates restorative practice performance and demonstrates a commitment to continuous development and improvement.

Each standard is accompanied by a set of criteria which set out what an RSQM applicant must demonstrate in order to meet the standard. Each criterion is accompanied by guidance which explains the criterion in detail and how applicants can demonstrate that they meet it.

Please note applicant services must demonstrate delivery of restorative practice in line with the latest RJC guidance in the **RJC Service Providers Handbook** and **RJC Practitioners Handbook**. The handbooks contain the RJC principles of practice, restorative practice guidance and various codes of practice (please see www.restorativejustice.org.uk/guidance-and-other-resources).

The table below sets out the types of evidence which an applicant may submit in order to demonstrate that it meets the criterion. The examples given in this column are not exhaustive and other types of evidence may be submitted.

Standard	No	Criteria	Assessment type	Applicant Guidance	Examples of evidence that may be submitted
Leadership Restorative practice is championed at a senior level, with leaders promoting the strategic importance of restorative practice and ensuring its delivery is safe and effective.	1.1	Leaders demonstrate a commitment to restorative practice, understanding its importance to the achievement of organisational objectives.	Assessment site visit interview with leaders or documentary evidence.	This criterion is assessed during the assessment site visit via an interview with one or more of the applicant's leaders. Organisational leaders can include: the CEO, senior management or leadership team, or in some cases team or departmental leaders. These individuals should be able to articulate their understanding of what restorative practice is and be able to cite examples of when they have publicly demonstrated their commitment to it.	(If applicable) <ul style="list-style-type: none"> Leader speeches referring to restorative practice and its importance articles written by leaders for external press meeting minutes with external partners demonstrating leadership commitment to restorative practice
	1.2	Leaders motivate and empower relevant staff to deliver good restorative practice communicating clearly its value.	Assessment site visit interviews with restorative service staff.	This criterion is assessed during the assessment site visit via interviews with staff responsible for delivering restorative services including practitioners. The assessor will look for evidence that staff are encouraged by organisational leaders to deliver a quality service. Staff should be able to cite examples of organisational leaders articulating the value of restorative practice either internally or externally.	(If applicable) <ul style="list-style-type: none"> Evidence that budgets for RP have been ring fenced leader speeches/ presentations minutes of meetings evidencing leader motivation staff survey results evidence of all staff restorative training
	1.3	Leaders take responsibility for ensuring the development and implementation of	Desk-based assessment of documentary evidence.	This criterion is assessed via a desk-based assessment of the documentary evidence submitted following the introduction visit. Applicants will need to submit documents which demonstrate that organisational leaders are active in ensuring that the necessary	<ul style="list-style-type: none"> Restorative practice strategic documents restorative practice policies restorative service action or implementation plans

		policies and procedures which promote safe and effective restorative practice.		<p>processes are in place to deliver a quality service. This may be demonstrated via submission of documents, for which, leaders sign off or give approval of:</p> <ul style="list-style-type: none"> • Restorative practice strategic documents • Restorative practice policies • Restorative service action or implementation plans 	
<p>Strategic and operational planning</p> <p>Effective restorative practice is embedded within the organisation's strategic and operational policies and plans.</p>	2.1	The delivery of safe and effective restorative practice relates clearly to the strategic objectives of the organisation.	Desk-based assessment of documentary evidence.	<p>This criterion is assessed via desk-based assessment. Applicants will need to demonstrate the link between safe and effective restorative practice and the organisation's objectives. This may be set out in the evidence planner by way of a statement articulating both the relevant objective/s and the links between it/them and restorative practice.</p>	<ul style="list-style-type: none"> • Organisational objectives • statement setting out link between safe and effective restorative practice and the relevant organisational objective/s. • business plan • vision/mission statement
	2.2	The delivery of safe and effective restorative practice is embedded in the organisation's business planning and other relevant operational policies and plans.	Desk-based assessment of documentary evidence.	<p>This criterion is assessed via desk-based assessment. The assessor will look for evidence that safe and effective restorative practice is a core component of the organisation's business. The assessor will look for references to the restorative service in key strategic documents accompanied by an explanation of how the service relates to the other organisational functions. This may be evidenced via the submission of key corporate or business planning documents with relevant areas highlighted.</p>	<ul style="list-style-type: none"> • Business plan • strategic plan • corporate plan • annual report • operational policy relating to RP delivery
	2.3	Restorative practice objectives	Desk-based assessment of	<p>This criterion is assessed via desk-based assessment and site visit interview/s.</p>	<ul style="list-style-type: none"> • Restorative service objectives/aims/priorities

		and plans are realistic, measurable and deliverable, having sufficient resources allocated to their achievement.	documentary evidence and assessment site visit interviews with restorative service teams and departmental leaders.	<p>The desk-based assessment will look at documents submitted which demonstrate that the organisation has developed objectives or aims for its restorative service function and that these are supported by proper and adequate financial and human resources. Applicants will need to submit documentary evidence of this which may include:</p> <ul style="list-style-type: none"> • Restorative service objectives/aims/priorities • Restorative service action plan showing how the objectives/aims/priorities will be delivered • Summary of budget allocated to delivery of restorative service action plan • Summary of staff allocation in relation to restorative service action plan <p>The above will be discussed in detail at the assessment site visit. The assessor will go through the documents submitted with the restorative service team leader/s to confirm that activity set out in the plan is both properly costed and resourced.</p>	<ul style="list-style-type: none"> • restorative service action plan showing how the objectives/aims/priorities will be delivered • written summary of budget allocated to delivery of restorative service action plan • written summary of staff allocation in relation to restorative service action plan
	2.4	The organisation's relevant policies and plans take account of stakeholder and organisational requirements relating to	Desk-based assessment of documentary evidence.	<p>This criterion is assessed via desk-based assessment of application documents. The assessor will look for evidence that the requirements specific to the nature of restorative practice work (eg case supervision/data protection) are catered for in organisation wide policies/practices. This may be evidenced via the submission of generic organisational policy documents which set out how the organisation deals with the</p>	<ul style="list-style-type: none"> • Data protection policy – with section highlighted that deals with information sharing in relation to restorative cases • performance management policy – with section relating to case supervision for restorative practitioners highlighted

		restorative practice.		<p>requirements specific to restorative practice requirements in their application or implementation. Such policies may be:</p> <ul style="list-style-type: none"> • Data protection policy • Performance management policy • Training and Development policy • Risk policy • Conflict of interests policy • Induction policy 	<ul style="list-style-type: none"> • training and development policy – with section relating to CPD for restorative practitioners highlighted
	2.5	Staff understand the importance of restorative practice to the organisation’s aims, priorities and strategy and how it relates to their role.	Assessment site visit interview/s with relevant staff involved in the delivery of the restorative service.	This criterion is assessed via site visit interview with member/s of staff involved in the delivery of restorative services. Any member of staff involved in service delivery selected at random should be able to explain what the restorative service does and how it is linked to the wider objectives of the organisation.	<p>(If applicable)</p> <ul style="list-style-type: none"> • Internal newsletters/circulars • relevant job descriptions • records of all staff training which contain RP elements • induction documents • training policies • appraisal documents
<p>Collaborative working</p> <p>The organisation works collaboratively to deliver safe, effective and consistent</p>	3.1	The organisation identifies and encourages effective collaboration with relevant external partners.	Desk-based assessment of documentary evidence.	The applicant will need to submit documents which set out how it identifies external partners with whom it works to deliver quality restorative services. Such partners may be police, community groups, victims’ services, partner prisons or schools or parents. The methodology employed for identifying such partners may be set out in the organisation’s stakeholder engagement policy or wider communications strategy. The documentation submitted must also demonstrate that partnership working is encouraged and such working takes place on a regular basis.	<ul style="list-style-type: none"> • Communications strategy • engagement strategy/policy • stakeholder mapping

restorative practice.	3.2	The organisation is clear regarding the outcomes sought from working with its external partners and the procedures to be followed towards achieving these outcomes.	Desk-based assessment of documentary evidence.	The applicant will need to submit documents which set out the outcomes the organisation wishes to achieve via partnership working. These may be set out in the Communications or Engagement strategy submitted in relation to 3.1 above. The applicant will need to show how the organisation intends to achieve these outcomes which may be done via submission of a relevant action plan setting out what activities the organisation will undertake in order to achieve these outcomes.	<ul style="list-style-type: none"> • Information sharing protocol/s • data protection policy – with relevant section highlighted • partnership agreements • referrals policy
	3.3	The organisation works with relevant partners to deliver safe and effective restorative practice, encouraging the sharing of information in line with relevant RJC guidance and legislative requirements.	Desk-based assessment of documentary evidence.	<p>The applicant will need to submit evidence demonstrating that it safely shares information where necessary and appropriate to deliver a quality restorative services.</p> <p>Such evidence may include:</p> <ul style="list-style-type: none"> • Information sharing protocol/s • Data protection policy – with relevant section highlighted • Partnership Agreements • Referrals policy 	<ul style="list-style-type: none"> • Information sharing protocol/s • data protection policy – with relevant section highlighted • partnership agreements • referrals policy
	3.4	Active internal collaboration supports the provision of effective	Desk-based assessment and assessment site visit interview/s	<p>This criterion is assessed via desk-based assessment and assessment visit interview.</p> <p>The applicant will need to submit documents demonstrating that there is effective internal or inter-</p>	<ul style="list-style-type: none"> • Inter team/departmental team meeting notes • Restorative practice action plan – showing inter team/department working

		restorative practice.	with restorative service staff.	<p>departmental/team collaboration which supports the delivery of quality restorative practice. The applicant will need to demonstrate that teams/departments and individuals work together and share information where necessary. Such evidence may include:</p> <ul style="list-style-type: none"> • Inter team/departmental team meeting notes • Restorative practice action plan – showing inter team/department working • Document citing examples of where internal collaboration has taken place <p>The assessor will interview restorative service staff during the assessment site visit in relation to the sort of collaboration that takes place between teams, individuals and departments.</p>	<ul style="list-style-type: none"> • document citing examples of where internal collaboration has taken place • governance policies • internal SLAs
<p>Supporting and developing people</p> <p>The organisation supports and develops its people in providing good restorative practice.</p>	4.1	All individuals delivering restorative practice receive restorative training relevant to their role and development needs in line with relevant RJC guidance and codes of practice.	Desk-based assessment and assessment site visit interview/s with restorative service practitioners.	<p>This criterion is assessed via desk-based assessment and site visit interview/s.</p> <p>The applicant must submit documentation evidencing that those delivering restorative practice for the organisation are (at a minimum) facilitation trained delivered by an RJC registered trainer. Such facilitation training should meet the requirements of RJC guidance as set out in the Practitioners Handbook (www.restorativejustice.org.uk/resources/rjc-practitioners-handbook). Specialist training must be evidenced where the nature of the restorative practice delivered requires it - eg where sensitive and complex</p>	<ul style="list-style-type: none"> • Organisational training and development policy • training records

				<p>cases are handled, evidence that practitioners have been trained in this area should be submitted³.</p> <p>The RJC training requirements apply to all those delivering restorative practice for an applicant organisation including volunteers.</p> <p>Interviews with restorative service practitioners will be conducted during the assessment site visit in order to confirm training received and to understand what additional training is undertaken relevant to the type of restorative service that is being delivered.</p>	
	4.2	The organisation implements 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.	Desk-based assessment and assessment site visit interview/s with restorative service practitioners.	<p>The applicant must demonstrate that the organisation has policies and processes in place which support the professional development and maintenance of professional competence of those delivering restorative services.</p> <p>These may include:</p> <ul style="list-style-type: none"> • CPD policy or strategy • Professional development or training strategy/policy • Organisational competency framework or competency management policy • Performance management process/policy <p>The assessment site visit will include interviews with practitioners delivering the restorative service and will</p>	<ul style="list-style-type: none"> • CPD policy or strategy • professional development or training strategy/policy • organisational competency framework or competency management policy • performance management process/policy

³ The RJC Practitioner Code of Practice stipulates that practitioners must not undertake sensitive or complex cases unless they have the skills, experience and knowledge to do so (paragraph f).

			be aimed at confirming the approach to professional development opportunities taken by the applicant organisation.	
4.3	Good restorative practice is identified and disseminated across all relevant individuals within the organisation.	Desk-based assessment and assessment site visit interview/s with restorative service staff.	<p>The assessor will be looking for evidence that the organisation both identifies and disseminates good restorative practice information. Such information could be:</p> <ul style="list-style-type: none"> • Case studies showcasing best practice • New or revised guidance, materials or resources (including RJC guidance) • Press articles on relevant issues • Newsletters/bulletins <p>At the assessment site visit, the assessor will interview restorative service staff to confirm that information is gathered and shared on a regular basis.</p>	<ul style="list-style-type: none"> • Internal newsletter/bulletin with links to information • communications linking to information • session plans/schedules for internal training or briefings
4.4	Individual and team performance in restorative practice is managed effectively, in line with the organisation's policies and procedures and relevant RJC guidance.	Desk-based assessment and assessment site visit interview/s with restorative service team/ departmental leaders.	The assessor will look for evidence that the performance of the restorative service team (if applicable) and individual restorative practitioners working for the service are appropriately managed. The site visit interviews with team leader/s will look at how performance is managed within the service and how the organisation responds to performance issues.	<ul style="list-style-type: none"> • Performance management policy and process • Restorative practitioner individual objectives/aims • appraisal process • capability policy
4.5	The organisation has effective	Desk-based assessment and	The applicant will need to submit evidence demonstrating that case supervision is in place for all	<ul style="list-style-type: none"> • case supervision policy

		<p>practitioner supervision arrangements in place for those delivering restorative practice in line with RJC guidance.</p>	<p>assessment site visit interview/s with restorative service practitioners.</p>	<p>restorative practitioners working with the service. The RJC Practitioners Code requires that case supervision is undertaken regularly (at least once every three months) and should be provided by a fully trained, practising restorative facilitator (paragraph c).</p> <p>Case supervision can take the form of a one to one or group session.</p> <p>The assessment site visit interviews with practitioners working for the service will look at how case supervision is implemented in practice, with reference to the documentation that has been submitted.</p>	<ul style="list-style-type: none"> • extract from wider performance management policy detailing approach to case supervision • timetable for case supervision sessions • case supervision preparation checklist • supervision action plan
<p>Service delivery</p> <p>Delivery of restorative practice is safe, effective and accessible.</p>	<p>5.1</p>	<p>The organisation ensures that those delivering restorative practice act in accordance with relevant RJC guidance in relation to preparation, facilitation and follow up.</p>	<p>Desk-based assessment and assessment site visit interview/s with restorative service practitioners and team leader/s.</p>	<p>This criterion is likely to require the submission of the most documentation as it covers operational service delivery.</p> <p>Section Five of the RJC Practitioners Handbook sets out guidance for practitioners in delivering restorative practice. Some areas of this guidance will be relevant to all applicants (eg preparation, risk assessment communicating with participants) while others will be relevant to applicants working in particular sectors or using particular types of restorative practice.</p>	<ul style="list-style-type: none"> • Risk assessment forms/checklists • information for participants about the restorative process • process/procedure for communicating with participants and their supporters • ground rules • conference script/s • outcome agreements • seating plans • process for following up on outcome agreement activity

					<ul style="list-style-type: none"> venue safety assessment checklist
	5.2	Restorative interventions are delivered only by those individuals with relevant skills, experience and knowledge.	Desk-based assessment and assessment site visit interview/s with restorative service team leader/s.	Applicants must be able to demonstrate that those delivering restorative interventions are properly qualified. Applicants may submit recruitment documentation showing what skills and experience are required of those performing the role. The assessment site visit interview with restorative service leader/s will consider the documentation in more detail and confirm that practitioners have the necessary skills and experience in the areas where services are being delivered (eg education sector).	<ul style="list-style-type: none"> Job description/person specification recruitment process documents shadowing policy – for training practitioners in new areas induction policy training & development policy application form/s
	5.3	Restorative interventions meet the needs of participants.	Desk-based assessment and assessment site visit interview/s with restorative service team leaders and practitioners.	<p>The organisation will need to demonstrate that identification of participant need occurs at the outset of each restorative process. This will usually be done in individual cases via preparation with each participant and more generically, via risk assessment of the service’s restorative practice process. The applicant will need to show that its service can be adapted to participants with different needs including those with particular impairments or language requirements.</p> <p>The assessment site visit interview/s will consider how services are delivered in a way that meets the needs of</p>	<ul style="list-style-type: none"> Restorative practice risk assessment policy and forms risk assessment checklist Restorative practice process/policy consent forms participant guidance/information on restorative processes venue risk assessment policy/forms service access policy

			participants to a process. Practitioners and service leads should be able to explain how need is identified and responded to.	<ul style="list-style-type: none"> reasonable adjustments policy
5.4	Communications with potential and actual restorative practice users are appropriate for their needs.	Desk-based assessment of documentary evidence and interviews.	Applicants will need to be able to show that the organisation communicates both orally and in writing with actual and potential users of the service in ways which meet their specific requirements. For example a service may make materials marketing the service available in specific languages or other alternative formats where data exists that such groups do or are likely to utilise the service.	<ul style="list-style-type: none"> Reasonable adjustments policy accessibility policy communications policy/strategy marketing strategy stakeholder engagement strategy/policy
5.5	The organisation makes sure that individuals and teams maintain records regarding restorative practice in line with organisational policy and procedures which fulfil relevant RJC guidance, codes of practice, and legislative requirements.	Desk-based assessment of documentary evidence.	The assessor will be looking for evidence that the organisation has policies which are implemented in relation to restorative practice records/data. Applicants will need to show that the organisation has an agreed process for the collection and maintenance of records relating to restorative processes delivered by the service.	<ul style="list-style-type: none"> Data collection/protection policy data security guidance case management policy/process case/process monitoring forms/surveys data collection guidance information management guidance/ policy DPA statement/policy anonymised case/process statistics
5.6	Agreed procedures for identifying and	Desk-based assessment of	Applicants will need to show that the organisation has processes in place for the gathering and use of	<ul style="list-style-type: none"> Service user feedback policy

		<p>recording user feedback are understood and maintained by all individuals involved in providing restorative practice.</p>	<p>documentary evidence and assessment site visit interview/s with practitioners.</p>	<p>feedback from users of the restorative service. It will need to show that those delivering the service are aware of and implement these processes. The assessment site visit interviews with practitioners will cover how feedback is gathered from service users in practice and how frequently this occurs.</p>	<ul style="list-style-type: none"> • stakeholder engagement policy/strategy • feedback form/s or surveys • restorative process policy (with highlighted section on the gathering of feedback from users) • employee/volunteer handbook extract detailing how feedback policy/process is disseminated to those delivering restorative processes
<p>Evaluating and improving</p> <p>The organisation monitors and evaluates restorative practice performance and demonstrates a commitment to continuous development</p>	<p>6.1</p>	<p>Progress against individual, team and organisational restorative practice objectives is evaluated to determine areas of strength and development.</p>	<p>Desk-based assessment and assessment site visit interview/s with restorative service team leaders.</p>	<p>Applicants will need to demonstrate that progress towards achieving the objectives set for the restorative service and those delivering restorative processes are measured on a regular basis and an analysis of the level of progress undertaken. Such evaluation will need to determine areas of development for the service as well as areas where objectives have been fully met.</p> <p>Applicant organisations will need to have a process in place for measuring progress and a means by which progress is reported to senior management or the board (if applicable). Assessment site visit interviews will cover the process used and with go through any service evaluation reports where these have been submitted.</p>	<ul style="list-style-type: none"> • Service monitoring and evaluation policy • Restorative service strategy • annual report • corporate plan • monitoring scheme

and improvement.	6.2	The organisation implements quality assurance procedures which are effective in maintaining safe, effective and consistent restorative practice.	Desk-based assessment and assessment site visit interview/s with restorative service team leaders and organisational leader/s.	<p>Applicants will need to be able to show that the organisation has developed a clear approach to quality assurance of the restorative service it provides. This may be enshrined in a quality assurance manual, policy or strategy. The method of quality assurance used will depend on the service that is provided but may include:</p> <ul style="list-style-type: none"> • User satisfaction surveys/monitoring • Process reviews • Staff surveys • Performance management processes • Spot checks/sampling of process delivery • Service data review/analysis and resultant action planning documentation • Benchmarking <p>Assessment site visit interviews will confirm the type of quality assurance processes used and ascertain the level of involvement with both processes and results by organisational leader/s.</p>	<ul style="list-style-type: none"> • User satisfaction surveys/monitoring • process reviews • staff surveys • performance management processes • spot checks/sampling of process delivery • service data review/analysis and resultant action planning documentation • benchmarking/comparative data and analysis
	6.3	Relevant feedback from restorative practice users and/or partner organisations is used to inform the development of individual and organisational	Desk-based assessment and assessment site visit interview/s with restorative service practitioners and team leader/s.	<p>Applicants will need to show that feedback gathered is actually used to develop and improve the restorative service they provide. To meet this criterion applicants must go further than simply demonstrating that this data is collected.</p> <p>Applicants may do this via the submission of monitoring reports or data analysis reports setting out the nature of the feedback collected and how this has been used</p>	<ul style="list-style-type: none"> • Statement setting out specific examples of where service user or partner feedback has been used to develop or improve the restorative service. • feedback data summary and analysis

	restorative practice.		<p>with specific examples. Feedback may have been used to develop either service or individual practice. Feedback may have been obtained via surveys or meetings with external partners.</p> <p>Assessment site visit interviews with restorative service team leader/s or staff will be aimed at clarifying how service user and partner feedback is used. Practitioners will be asked about specific examples of feedback being used to develop their practice or elements of the service.</p>	
6.4	The organisation maintains networks with other providers of restorative services, using relevant comparative information to inform the development of its own restorative practice.	Desk-based assessment.	<p>Applicants must show that they actively engage with other providers of restorative services and benchmark their service against those of other providers. Such engagement/benchmarking may be done in a variety of ways including:</p> <ul style="list-style-type: none"> • Observation of other provider service delivery • Attendance at restorative practice fora • Online fora/networks where service delivery issues can be discussed • Analysis of published/shared partner service delivery data /processes • Service provider meetings 	<ul style="list-style-type: none"> • Benchmarking data • service development policy/strategy • benchmarking reports and associated action plans
6.5	The organisation uses the evaluation of its restorative practice and relevant	Desk-based assessment and assessment site visit interview/s with restorative	The applicant will need to show that it keeps up to date with developments in the restorative practice field including new guidance and standards introduced by the RJC. It will need to show how it monitors such developments and how relevant issues are	<ul style="list-style-type: none"> • Service development policy/strategy • service development action plan • Restorative service strategy/policy & action plan

	<p>developments in the field of restorative practice effectively in informing a programme of ongoing improvement.</p>	<p>service team leader/s.</p>	<p>incorporated into service development activity. Assessment site visit interviews with service leader/s will confirm that evaluation data and new developments in the field are both used to develop the service and that such development activity is properly planned with resources allocated to achieving the development specified.</p>	<ul style="list-style-type: none"> • evaluation summary data and analysis • evaluation cycle
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Section Seven – Additional Service Assessment (ASA) process

If a service wishes to have additional services assessed either during or following an RSQM award, it will need to follow the four step process set out below.

Step 1 - The applicant will need to fill out the Additional Service Assessment (ASA) form which can be downloaded at www.restorativejustice.org.uk/rsqm. Details of the additional service to be assessed must be provided along with a summary of the differences between the existing service/s and the new one in relation to each restorative service standard.

Step 2 – The applicant will receive an invoice for the ASA. The cost of an ASA is £100 plus VAT. Payment of the fee must be made within 30 days of receiving the invoice. This fee covers both the desk-based analysis of the application documentation and assessment report/decision.

Step 3 – An RJC assessor will review the ASA application form and completed summary. As long as no substantial differences are identified (between the existing and new service) the application will be approved and the service notified.

Step 4 - If, during the review, substantial differences are identified, a full Additional Service Assessment must be undertaken:

- The RJC will send the service an invoice for the additional fee of £100 plus VAT, to cover the cost of the full assessment, which must be paid within 30 days.
- The service must then complete a new evidence planner in relation to the new service, setting out how it meets the restorative service standards and attached relevant supporting evidence.
- The RJC assessor will assess the evidence planner and supporting evidence and produce an assessment report which will be sent to the applicant.

Section Eight - Maintaining the RSQM and quality assurance

The RSQM lasts for a period of three years. Providers who are awarded the RSQM will receive their first year's Service Provider membership for free. However, they must ensure that they renew and pay for their RJC Service Provider membership annually thereafter. Award holders who fail to keep their Service Provider membership up to date will lose the RSQM when their Service Provider membership expires.

Throughout the period of RSQM approval, providers must satisfy the RJC that they continue to meet the requirements of the RSQM. This will be monitored by RJC staff via a yearly review.

Providers will be asked to:

- Confirm their RJC Service Provider membership.
- Provide an overview of progress made in relation to any RJC recommendations in the final assessment report.
- Advise of any changes which may impact on the provider's ability to meet the Restorative Service Standards since the previous check.
- Advise of any changes to delivery or scope of services provided since last check.

If the applicant is unsure as to whether or not changes may impact on their ability to meet the requirements of the Restorative Service Standards, they can get in touch with the RJC standards team by emailing standards@restorativejustice.org.uk or calling 020 7831 5700.

Section Nine - Renewal

The RSQM is renewed every three years. Renewal will be required three years from the date of the original award, regardless of the desk-based or site visit assessment dates.

The cost of renewal is £650 plus VAT. This fee is reduced to £450 for not for profit organisations with a turnover of less than 200k per year.

Six months before the expiry of RSQM, the RJC will contact the RSQM holder and the following process will be followed:

- Step 1** The RSQM holder will be sent a renewal form and advised that the renewal fee (plus VAT) and the membership fee to remain on the Service Provider register is due.
- Step 2** The renewal form will be completed and sent back to the RJC together with supporting evidence and completed references.
- Step 3** The RJC will review the renewal form and supporting information and will make a renewal decision which will be communicated to the applicant.

The RSQM renewal form can be downloaded from www.restorativejustice.org.uk/rsqm. It requires the applicant to submit:

- A written reflective account of the organisation's progress against each Restorative Service Standard heading supported by copies of relevant documents.
- Answers to questions on the form regarding any significant changes in the organisation in relation to:
 - leadership and/or resources available to deliver restorative services
 - restorative service delivery
 - number of restorative interventions
- An overview of the organisation's future plans as regards restorative practice delivery.
- Two completed references. These should be laid out using the RJC Reference Form which can be downloaded from www.restorativejustice.org.uk/rsqm. A reference may be provided by any person able to provide a view on the quality of services provided by the applicant. This may be a service user, peer restorative practitioner (not working for the applicant organisation), commissioner of services or partner organisation.

RSQM renewal will not normally include a further site visit by an RJC assessor. If an applicant declares significant changes affecting its ability to meet the Restorative Service Standards then at renewal then this may trigger a further visit.

If a provider fails to meet the Restorative Service Standards at renewal stage, the RSQM will not be renewed and the provider will be required to apply again, paying the full application fee (plus VAT).

Section Ten – Appeals

An appeal against refusal to grant or renew the RSQM may be made only if an applicant **has evidence**:

- that the relevant RJC standards were improperly applied
- that RJC procedure was not followed

If an applicant has evidence that meets either of the above criteria an appeal may be submitted using the RJC Appeals Process. Please contact the RJC standards team for a copy of the appeals policy.