



GOODWIN DEVELOPMENT TRUST

THE GOODWIN JOURNEY WITH RESTORATIVE APPROACHES, 2007-10

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Purpose of session

- To describe the journey of Goodwin through implementing Restorative Practice in 2007-10
- To use evidence gained from a 2 year study employing qualitative methods
- To show the lessons learnt and offer recommendations



The Research: Who are we?

- 2 year study that describes how people experience using RP across several sites
- Phenomenology and Ethnography as the research methods
- Semi-structured interviews
- Focus groups
- Participant observations & research diary
- Partners with University of Hull



Early Findings of Research: Goodwin and Others

- Research highlighted the things that did work and some areas of difficulty
- Spoke to several restorative consultants
- Spoke to others who had implemented RP
- Began to develop *our own* ideas on the possible models that can be applied



Models of Restorative Organisations: What are they?

- 4 basic 'types' or uses for restorative approaches at work
- 1. Whole organisational model
- 2. Partial organisational model
- 3. External Consultant approach
- 4. Organic model



Whole Organisational Approach Model

- All employees receive some form of training at the same time
- Use the preventative elements of RP as well as formal processes
- Policies and procedures shaped around RP
- Several employees are chosen to become 'lead practitioners' or RP Champions
- RP 'buddy' groups formed



Partial Approach Model

- All employees receive a very basic introduction to what restorative practice is
- A small group of employees trained to facilitator level to run formal RP processes
- Used in grievance procedures/dispute resolution



External Consultant Model

- External professionals are 'hired' as and when they are needed to organise and run restorative conferences
- This model is generally only used as a form of dispute resolution service
- Short terms costs are low but increase over time
- Company always reliant on external help



Organic Model

- All employees receive same training in RP
- Employees go back to teams/departments and use RP
- No lead practitioner groups planned, rather RP to develop on its own 'organically'
- Polices evolve over time
- Employees decide when and how to use RP
- Most practical of all models (for private organisations)



Structure of Goodwin

- Created in 1994 by residents of Thornton Estate
- One of the country's largest Development Trusts
- Over 300 staff across several sites
- Workstreams:
 - Children & Young People's services
 - Health & Wellbeing
 - Employment, Enterprise & Training
 - Safer, Stronger Communities
 - Corporate/core services



Goodwin's Restorative Journey: The Aspiration

- Riverside Project (2007)
- Ethos of Goodwin
- Potential for Goodwin employees: team building, problem solving, dispute resolution
- Hull as a restorative city
- Visit to America (2007-9)
- Application for research funding



Introducing RP, 2009

- Goodwin still unsure about the way forward but wanted to be involved in the Hull project
- Training initiated but in a very informal and less structured way
- Months into the project company restructure became priority



Positive outputs & outcomes

- 300 employees trained over last two years
- RP used in employee grievance procedures
- Reduction in complaints
- Several successful conferences run between external clients and Goodwin employees
- Current evaluation



Moving RP Forward in Goodwin, 2010

- Created a RP Guiding Team in July 2010
- In the summer/autumn of 2010 policies and procedures developed around RP
- Wrote RP into job specifications for all new employees
- Created a staff information pack on RP
- New Communications manager incorporating RP into the language of Goodwin
- Training volunteers



Recommendations 1

- Look into RP, know what it is.
- What can it bring to your organisation?
- How will it be used in your organisation?
- Plan a structure for your training programme
- Adapt existing policies/procedures around RP
- Speak to various RP consultants
- Evaluate the process



Recommendations 2: After Care

- Create a lead practitioner/ RP Champions group
- Buddy groups
- Ask training provider to re-visit



RECOMMENDED MODEL: STRUCTURED EVOLUTIONARY MODEL

- Follows the previous recommendations but with some variations
- Allow 2-3 phases for the training
- Allow RP Champions to emerge themselves over time
- Allow policies and procedures to evolve as the organisation goes through the process

Conclusion

- Put time into discovering what RP is
- What can RP do for your company
- How can you can best implement it
- Seek advice from professional consultants
- Encourage staff
- Expect a long process



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