



## Conflict Management Protocol

Adopted by the EFRJ Board on ...

### 1. Purpose and Commitment

The European Forum for Restorative Justice (EFRJ) is committed to fostering dialogue, mutual respect, and accountability in all areas of its work. As a network dedicated to restorative justice, we recognise that conflict is a natural part of collaboration and community. When harm, misunderstandings or breaches of our values occur, we aim to respond in a fair, proportionate and consistent manner that aligns with restorative principles.

This procedure provides a clear and accessible way for members, participants, staff and board members to raise concerns or complaints and seek constructive responses.

Our aim is to support processes that enable those affected to express their experiences, take responsibility, explore ways to address hurt and harm, and restore trust and relationships where possible.

### 2. Scope

This procedure applies to concerns arising in connection with EFRJ's activities, events, governance structures and professional interactions. It may be used by:

- Individual and organisational members
- Participants in EFRJ events or projects
- Volunteers or representatives acting on behalf of EFRJ

It covers interpersonal conflicts, alleged breaches of the EFRJ's values or Codes of Conduct, and situations in which harm or hurt is experienced within organisational spaces.

However, it does not replace specific procedures relating to employment matters, safeguarding obligations or criminal conduct, as these may require separate handling.

### 3. Raising a Concern

Anyone who experiences or witnesses harm, conflict, misconduct, or a potential breach of EFRJ's values may raise the matter by contacting the Secretary of the Board and/or the Executive Director:

- at their direct email addresses, or
- by email at [support@euforumrj.org](mailto:support@euforumrj.org), or
- by filling in the designated webform on the EFRJ website.





These contact points are responsible for receiving submissions and ensuring that concerns are handled appropriately, confidentially, and in line with restorative principles<sup>1</sup>. Submissions will be reviewed by the Executive Committee in order to assess the most appropriate course of action.

Receipt of a submission will be acknowledged within a reasonable timeframe, usually within five working days. Where appropriate, further communication may take place to clarify the nature of the concern, understand the expectations of the person raising it, and explore possible responses or pathways forward

The EFRJ encourages concerns to be raised in good faith and as early as possible.

#### 4. Restorative Approach

In line with our mission, the EFRJ will prioritise restorative responses where appropriate. These may include facilitated dialogue, mediation or other restorative processes designed to:

- provide space for those affected to express their experiences;
- promote understanding of the impact;
- encourage accountability;
- identify steps for addressing the hurt/harm and/or improving collaboration.

Where appropriate, issues will be referred to a designated pool of members appointed to support restorative conflict processes. Members of the pool will be appointed by the Board Executive Committee on the basis of their experience, skills, and willingness to serve in this role. Participation in the pool is voluntary, and efforts will be made to ensure appropriate diversity, impartiality, and continuity.

Participation in restorative processes is voluntary. A restorative process will only proceed if those involved are willing and if it is deemed appropriate and safe to do so.

Restorative processes may be facilitated by a suitably qualified internal person or by an external restorative practitioner, depending on the circumstances and potential conflicts of interest.

#### 5. Assessment and Pathways

After receiving a concern, the Executive Committee will conduct an initial assessment to determine the most appropriate way forward. This may result in:

- Support for informal resolution between those involved;
- The offer of a restorative process;
- Referral to another applicable policy or procedure;

---

<sup>1</sup> As generally defined by the EFRJ here: <https://www.euforumj.org/standards-good-restorative-justice-practice>





- Referral to the full Board where the matter involves serious harm, repeated concerns, governance issues, or where restorative resolution is not possible.

In more serious cases, or where there is a refusal to engage and harm remains unaddressed, the Board may consider proportionate measures consistent with EFRJ's statutes and internal regulations.

## 6. Roles and Responsibilities

The Secretary of the Board and/or the Executive Director are responsible for receiving concerns, coordinating the process, and maintaining secure and limited records. They do not unilaterally determine sanctions in serious cases, but instead present such cases to the full Board for consideration.

Restorative facilitators are responsible for conducting any agreed restorative process in an impartial, independent, and professional manner. They do not make governance decisions on behalf of the EFRJ.

Where necessary, the Board may convene an ad hoc ethical committee to provide oversight and ensure that decisions are fair, proportionate, and aligned with the EFRJ's values and governance responsibilities.

## 7. Confidentiality and Records

The EFRJ will handle all concerns with discretion and respect for everyone involved. Information will only be shared with those directly responsible for addressing the matter.

However, confidentiality may be limited where there is a risk of harm, safeguarding obligations or legal requirements.

The Secretariat will maintain a brief and secure record of the concern and its outcome.

