



# RJ4ALL 3 YEAR STRATEGY

January 2023 – December 2026

*“Addressing power abuse through restorative justice”*

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Ebay charity ID 125844 | CPD Membership no: 12186 |  
Paypal Giving Fund number: 1138175 | EC ID:  
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European PIC: 941867673 |

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RJ4All Publications

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RJ4All Publications is an independent publisher specialising in social sciences and the publication of cutting-edge research on restorative justice, criminal justice, equality and human rights. RJ4All Publications is the publishing arm of the Restorative Justice for All (RJ4All) International Institute, and the publisher of the international, peer reviewed Youth Voice Journal (YVJTM) and the Internet Journal of Restorative Justice (IJIR®)

Restorative Justice for All (RJ4All) International Institute is an international Non-Governmental Organisation (NGO) with a mission to advance community and social cohesion at the local, national and international levels. Through our programmes, we redistribute power within society using education and the values and practices of restorative justice.

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## Introduction & Process

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### Background

The RJ4All International Institute was informally set up in 2010, and was voluntarily run in Theo's kitchen until 2015. Originally set up as a user-led NGO, RJ4All is now well recognised as an international institute established to act as a strong force for good. The organisation was formally registered on 10/09/2013 as a non-profit, community interest company limited by guarantee. Rooted in its founding values, the board makes decision and is organised in the form of a restorative justice circle ensuring that it shares its power equally amongst its members. The accumulation of power in one person is very much against our reason for existence and a pre-requisite for anyone prior to joining the RJ4All family. We have a mission statement and an agreed set of values. We have an approved annual budget so we know how much money we want to raise and where we will spend it. Then why do we need another strategic plan on top of all of this? First of all, a strategy **is not**:

- a list of tactics, projects and ideas
- a budget
- a SWOT (strengths, weaknesses, opportunities, threats) analysis
- short-term objectives.

It will include most things of this list, but strategy is more than these. A strategy helps us:

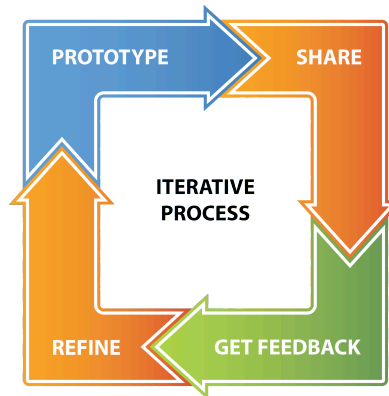
- define where we want to be in the long-term
- how we are going to get there
- keep on track
- stop doing things which aren't part of that journey
- understand where each of us, and our work, fits in to the future of the charity.

Once it is written, a strategic plan shouldn't sit on a shelf gathering dust. It works best when it is an iterative process helping us to manage our activities against our goals and track where we are against our progress.

### The process of our business plan and strategy

This is the third strategic document that has been produced since RJ4ALL' inception. This 3-year Strategy was drafted by the RJ4ALL Director following a request from the Board of the non-Executive Directors. The draft is based on strategic discussions at Board and staff levels as well as evidence that we have been gathering from our User Groups, users and members.





**Figure 1: The process of our strategy**

In addition, we have been having ongoing debates with external stakeholders about why we exist, our focus, messages, work and impact. We also carry evaluations of our work and projects. The creation of our Theory of Change contributed to these discussions and although we might not have been talking specifically about strategy in all our meetings, they have all contributed to a deeper understanding of how we are operating as an international NGO, and where our work is needed the most. The work we have been doing to demonstrate the impact of our work is starting to reap benefit especially in the areas of crime and poverty prevention and creating more pro-social individuals. Alongside these discussions, we carry out reviews of the external environment. These help us understand our place within the charity sector, education, equality, youth and the justice system. The reviews examine trends in attitudes and look at the private and government funding environments.

### Is a business plan all we need?

No! Our culture and our values are just as important as a good strategy. Civil society organisations are expected to have a strong culture by default, as we are not-for-profit. Just as in any commercial company, culture is created and then has to be nurtured; it cannot be assumed. RJ4ALL has a very strong culture and [values](#). The key responsibility for maintaining and indeed clarifying these values to all lies within the Board of non-executive Directors and RJ4ALL' Founder. However, all staff and interns have a responsibility to know and sign up to these values.

Our values and our culture are not dead statements. They are live and should come through the way we work together, what we do as an organisation, how we involve our team, how we communicate and ultimately why each of us comes to work. Not everything is perfect, but our culture is special, and we must not lose sight of it. We have to be true to our culture and our values in everything we do. **This strategy needs to work with that culture and support our values.**





## Our problem & Our focus

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Public trust in governments and their institutions has been declining globally. This is because public services do not exist in a vacuum. They are developed and function within the societies that they are meant to serve. If they are structured within disempowering governments and democracies, then their users' experience will be one of disappointment.

This decline in public trust is linked with our perceptions and experiences of equality (or inequality). And we do not need scientific evidence to conclude that systems (e.g. justice, education, health) have flaws. We have been experiencing these flaws for many decades through their performance, overt or hidden biases, spiralling costs and the feeling of safety and justice that they are meant to generate for everyone independently of their background.

Despite the latest economic downturn, the powerful became more powerful, and the powerless increased in numbers. Concurrently with the decline in public trust and justice performance globally, there has been a rise of community voice and action. In a globalised world where the internet, social media and borderless continents define how we send and receive information, the notion of community had to redefine itself. It is no longer a place – it is a sense of belonging.

But alas, the modern notion of community often lacks the resources and the voice to challenge the powerful and the status quo. This is particularly true for marginalised groups and those who tend to be discriminated against due to their age, race, gender, belief, socio-economic background, disability or sexual orientation.

Restorative Justice for All was created to respond to this challenge as well as the fears, anxieties and bad experiences of communities and the powerless of our structured and top down offered justice and educational options. Our focus is empowering those who want to have a voice and want to pursue a better future for themselves and their peers. To this end, we redistribute power to achieve social justice, alleviate poverty and increase community cohesion in a holistic way.

Dr. Gavrielides, RJ4All Founder and Director, articulated RJ4All's mission and vision in [this short video](https://www.youtube.com/watch?v=ewyW1moOzpl&t=2s) (<https://www.youtube.com/watch?v=ewyW1moOzpl&t=2s>), which forms part of strategic direction.





## Redistributing Power: Our vision, mission, tools & ethos

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### Vision

**A world that embraces the restorative justice values, and where power abuse is no longer.**

### Mission

**To advance community cohesion and human rights through restorative justice.**

### Our identity

Restorative Justice for All (RJ4All) is a charitable, user-led international institute comprising of three additional arms: [RJ4All Publications](#) (publishing arm), [RJ4All Sports](#) (fitness arm) and [RJ4All courses](#) (training arm).

RJ4All is also the manager of the [RJ4All Rotherhithe Community Centre](#), which has become a hub of community empowerment and cohesion aiming to develop the first restorative postcode in the world. It offers a [food-bank](#), a [community fridge](#), free [sport classes](#), a [community library](#), the [COVID19 programme](#) and educational workshops to children, young people and professionals. It is also a safe place for anyone who wants to pop in for a coffee, use our facilities or just chat with our interns, volunteers and team.

### Our approach and tools

At RJ4All, we believe that we can build a better world by working locally, nationally and internationally through the redistribution of power. We do this by using the values and practices of restorative justice including: power sharing, fairness, equality, dignity and respect. Community voice has been getting louder and now, the powerful have no other option, but to listen. RJ4All acts as a conduit and a mediator between the powerful (such as governments, decision makers, regional and international fora) and communities by providing voice, representation and bottom-up communication routes that make sense to our target groups. Our founding value of dialogue directs us that our negotiations are carried out in the spirit of brotherhood/ sisterhood and peace. We strongly believe that social justice cannot be achieved through laws and structured systems alone.

We redistribute power in a more equal way by delivering social justice and poverty relief projects, educational programmes, intercultural dialogue, internships and high-quality volunteering opportunities to the most marginalised groups of society. We do this by using the power of education, sports and art, as well as the practices and values of restorative justice including power sharing, fairness, equality, dignity and respect.

*We pursue our mission by:*

- Carrying out [educational projects and information campaigns](#) in the interest of children and young people, communities, victims and marginalised groups.







- Providing certified and accredited [e-courses](#) and [training programmes](#) to professionals and young people.
- Providing [internships and high quality volunteering opportunities](#) to young people, marginalised groups and those at risk of being affected by crime.
- Providing sports, art and cultural workshops to children, young people and their families
- Bringing harmed parties together through restorative justice to negotiate solutions and restore the harm that they experienced.
- Increasing public awareness of restorative justice, human rights and inter-cultural dialogue.
- Carrying out [evaluations](#) and research on restorative justice, social justice and equality programmes.
- Building bridges between communities and the powerful.
- Acting as a learning network between practitioners, researchers, policy makers and users of the justice system
- Increasing knowledge and pushing the boundaries of restorative justice especially in contested areas of practice.
- Making restorative justice more accessible to young people, junior researchers, students, practitioners, policy makers, the public and the media.
- Influencing international, regional and local policy, legislation and practice.
- Providing expert, tailored and independent advice on social justice matters.

### Our ethos

We believe that strong democracies are not those that elect and maintain systems of governance that cultivate and enforce power over others, but those that truly share that power. We also know that social change cannot be done by dictating how one should participate in civic life. This is especially true for those groups that have traditionally



been disenfranchised. True empowerment happens when we let go of our own power and allow its organic transition into the hands of others. User participation and bottom-up approaches to society’s problems also offer something very practical which cannot be captured by ‘experts’ living in ivory towers. And that is the

grounded and lived experiences of those facing the problem that we are asked to solve. To collect these grounded experiences, we need to be able to apply user-led research methods. Therefore, as a user-led institute, all our projects apply the RJ4All Empowerment Model of ensuring that when our users are involved in informing and influencing social policy are properly supported.





## Our Income & Expenditure

One of RJ4ALL’ strengths has always been its diverse income sources, covering not only different funding streams such as grants, commissioning, donations and social enterprising, but also geographical foci including local, national, European and international. While Brexit might appear as a challenge given the substantial amount of resources that we attract from EC grants, the Institute’s international scope and local portfolio puts it well ahead of other competitors. Another strength is the culture that we have created in how we spent our income and as illustrated by our reports almost 90% of our money goes to direct project delivery.

However, we are mindful that for any strategy to be realistic and in order to be able to plan for the future, we must consider the history of our finances, where our money comes from and if we tend to spend more or less to deliver our business. With only a £500 start up donation from the RJ4All Founder, one of the weaknesses of RJ4ALL has always been the absence of legacy funds, buildings or large donations. As a voluntary organisation, our future is reliant on continuous fundraising. This is a reality and a challenge that we must all accept. Fundraising has been a part time activity of the Founder, and this strategy aims to inform RJ4All’s direction as the policy, political and economic environment continues to change. The below table bears evidence not only to the hard work that has gone into raising funds to run RJ4ALL, but also the amount of work that has been delivered. It also shows how prudent the spending has been by never creating a deficit and always keeping an eye on spending only what we raise each year. Year after year, RJ4ALL increased its income, and this strategy should give clear direction as to where we go in the next 3 years.

Financial Year	Income	Expenditure
2022-23 (projected)	£550,000	£500,000
2021-22	£493,373	£488,390
2020-21	£409,979	£373,485
2019-20	£193,583	£183,059
2018-19	£37,222	£15,977
2017-18	£0	£4,899
2016-17	£28,481	£24,224
2015-16	£21,667	£23,380
2014-15	£32,175	£24,623
2013	£500	£0

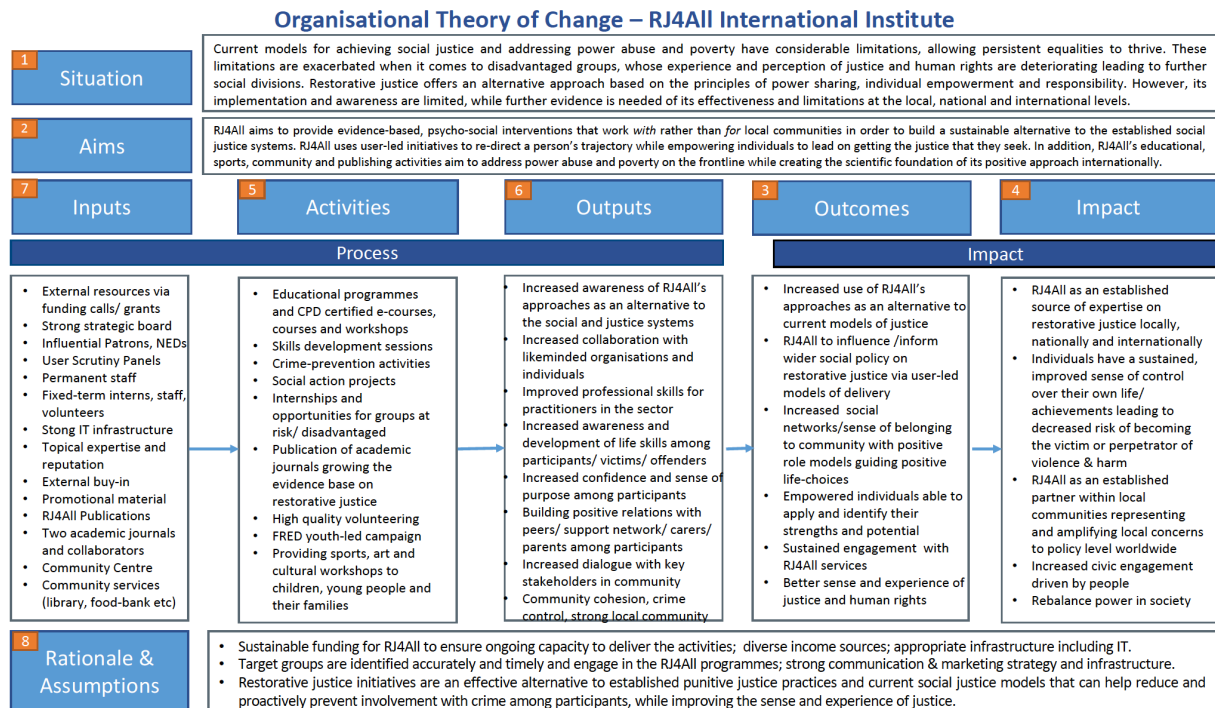
**Table 1: RJ4All income and expenditure**



## Measuring our Impact: Theory of Change

At RJ4All, we are passionate not only about what we do for our communities, but also in making sure that our impact is measured and put in the context of our charitable aims. We have worked with Kings College London to create:

- An organisational [Theory of Change](#), which we monitor on regular basis at both operational and governance level.
- A [Theory of Change](#) for every single project that we run at the institute, linking them with our organisational Theory of Change.
- An [Evaluation & Common Outcomes Framework](#), which provides a clear guidance for internal and external audiences in relation to measuring our impact for social change at the local, national and international levels.
- A [CPD certified e-course](#) on learning how to develop and monitor a Theory of Change, making it available to everyone who joins RJ4All, but also to external target groups interested in learning how to measure the social impact.



**Figure 2: Our Theory of Change**





## Our Strategic Aims

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Strategic Aim (SA) 1: Identify and respond to current social needs through the restorative justice principles, and by generating evidence-based solutions through action research and user involvement.

By 31<sup>st</sup> December 2026, we will have:

- SA1.1: Expanded our programmes, locally, nationally and internationally.
- SA1.2: Improved our user-led methods of research and evaluation helping us internally as well as other social ventures to identify, measure and maximise their social impact.
- SA1.3: Strengthened our position as lead producers of high-quality research and new knowledge.

SA2: Enable people to come together to share and communicate best practice, locally, nationally and internationally.

By 31<sup>st</sup> December 2026, we will have:

- SA2.1: Expanded our reach as an international restorative justice network that encourages debates on social justice and practices affecting local, national and international matters.
- SA2.2: Maintained and increased the reach of our community events, trainings and courses
- SA2.3: Expanded our international reach through a renewed communication and dissemination strategy
- SA2.4: A strong and active membership.

SA3: Created the first evidence-based restorative post-code in the world

By 31<sup>st</sup> December 2026, we will have:

- SA3.1: Developed a holistic local service through the RJ4All Rotherhithe Community Centre, and a strong client base
- SA3.2: Developed a strong local network of cross-sector local service providers supporting our restorative post-code vision through a steering group membership or monetary contribution
- SA3.3: Collected evidences that test our restorative post-code vision, and used the to produce awareness raising and campaigning material globally.

SA4: To influence and inform social policy through evidence-based arguments and the piloting of innovative, user-led models of practice, locally, nationally and internationally.

By 31<sup>st</sup> December 2026, we will have:





- SA4.1: Established ourselves as the “go to”, credible, authoritative and independent voice for policy makers on current issues of restorative justice.
- SA4.2: Collected evidences of legislative, attitudinal and policy changes that are directly or indirectly linked to our work.

SA5: Deliver our 4 strategic aims by building the appropriate organisational capacity with sustainable income.

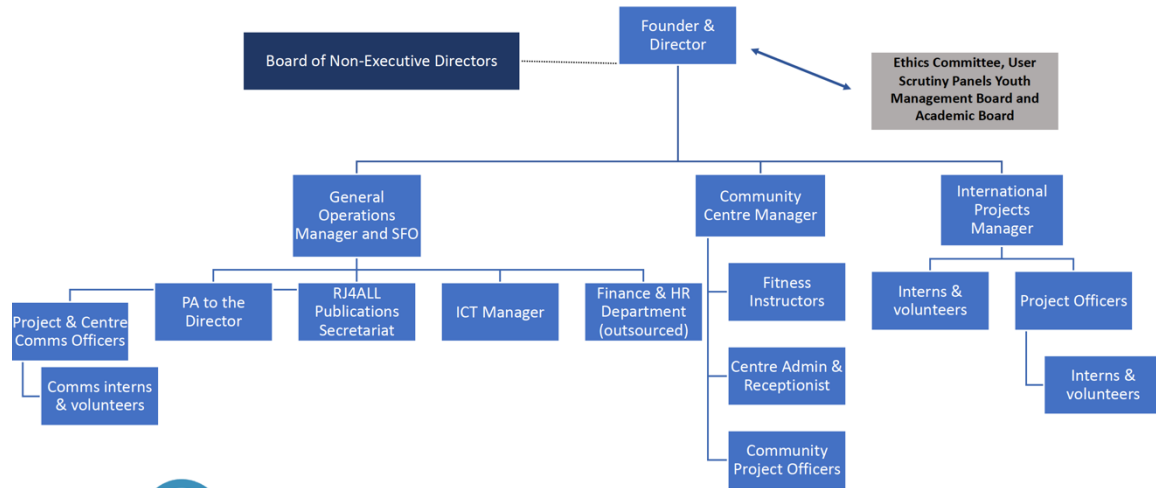
By 31<sup>st</sup> December 2026, we will have:

- SA5.1: An income generation model that has an appropriate and successful balance between statutory and non-statutory grants, donations & sponsors and social enterprising tapping into local, national and international resources.
- SA5.2: The capacity and flexibility to respond to unexpected external challenges in a reasonable manner without impacting core service delivery.
- SA5.3: A successful skills development and reward programme for staff and interns, and the appropriate infrastructure for a productive and thriving organisational culture.
- SA5.4: Developed more partnerships with likeminded organisations and individuals including the developments of joint funding proposals and international projects.
- SA5.5. Secured a long-term lease that will allow the organisation to grow, while benefiting the community
- SA5.6. Expanded our three arms allowing them to generate unrestricted resources that can be used towards our aims.
- SA5.7: Established an organisational structure that ensures the sustainability of the organisation while providing reassurance and clarity.





# Our organisational structure



## RESTORATIVE JUSTICE FOR ALL INTERNATIONAL INSTITUTE ORGANISATIONAL STRUCTURE

