



# Professional Mentoring Scheme

## Information pack

Image: Hampshire Cultural Trust & BearFace Theatre

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## 1: INTRODUCTION

### The National Criminal Justice Arts Alliance

The National Criminal Justice Arts Alliance (NCJAA) is a network of over 900 individuals and organisations promoting arts and culture in criminal justice settings as a springboard to positive change. The NCJAA's purpose is to promote effective practice, undertake and showcase specialist work and research, provide opportunities for skills, knowledge and network development, raise the profile of the sector, inform related policy and build sector sustainability and resilience. The NCJAA is managed by Clinks, the national membership body for the voluntary sector working in criminal justice settings.

### NCJAA Professional Mentoring Scheme

Through this scheme the NCJAA shares knowledge of arts and criminal justice across its network by providing opportunities for early career practitioners to get support and guidance from experts within the field. The mentoring service is for anyone that is new or emerging in the sector and wants to learn more about arts and criminal justice and develop professionally – and needs specific support to enable them to do so more effectively.

The Mentoring and Befriending Foundation (now part of NCVO) defined the role of mentoring as:

*“A supportive and mutually beneficial relationship, which an individual voluntarily gives time to support and encourage another to make changes in their life.”*

Although this definition is useful, the NCJAA Professional Mentoring Scheme is very much focused on **professional expertise and guidance**, and while it will incorporate an aspect of encouragement, the focus on **knowledge and skill sharing** is predominant.

The purpose of the scheme is therefore to expand opportunities for individuals to develop professional skills and knowledge in the field of arts and criminal justice through a one-to-one mentoring relationship.

### Objectives

- To improve the NCJAA's capacity to share good practice and expertise across its network
- To increase knowledge and understanding of arts provision in criminal justice settings for individuals
- To foster mentoring and coaching skills for NCJAA mentors
- To provide networking opportunities.

## **Details**

This scheme uses the traditional mentoring model of one-to-one mentoring, where a more experienced person mentors a less experienced person. However, it takes an informal approach in relation to delivery; based on trust, occurring as part of everyday working life and arranged by mutual agreement. It involves a range of methods: face-to-face, e-mentoring and telephone contact (based on suitability and availability, which is agreed from the outset).

The mentoring scheme runs for six months, with one round of the scheme per year. Pairs are encouraged to have one face-to-face meeting and at least four follow-up sessions (face-to-face or via other methods).

## **Areas of expertise**

Mentors could offer a range of specialist knowledge, advice, ideas and professional guidance on the topics below:

- Creative direction or vision
- Arts project management
- Knowledge of using different art forms as criminal justice interventions, including: visual arts, theatre and performance, music and dance
- Using arts safely with vulnerable people; i.e. health and safety/safeguarding – child protection
- Working with different client groups such as people in contact with the criminal justice system, young people, people with mental health problems, people who are experiencing homelessness and people with complex needs
- Knowledge of the prison and probation settings
- Policy and influencing work
- Working with the government, i.e. Ministry of Justice and Her Majesty's Prison and Probation Service
- Teaching within prisons (and educational contracts)
- Academia with arts and the criminal justice system
- The challenges of running your own organisation
- Creating effective partnerships
- Working with national arts organisations
- Fundraising
- Relevant events
- Networking opportunities
- Staffing and management
- Training and professional development.



## Expectations

The scheme does not aim to support vulnerable people, but to provide professional guidance relating to careers within arts and criminal justice settings.

People with convictions are encouraged to apply, but it should be noted that the scheme is not exclusively for prisoners or people who have just come out of prison. Koestler Arts runs an arts mentoring scheme designed to support people with experience of the criminal justice system with their interest in the arts. Visit [www.koestlerarts.org.uk/mentoring/](http://www.koestlerarts.org.uk/mentoring/) for more information.

Mentees must be part of the NCJAA network and will be selected based on relevant criteria outlined in the application forms. Mentors will be selected from the NCJAA Steering Group, arts projects involved with the NCJAA's research network and organisations from the wider network. Mentors will have demonstrated the appropriate skills, experience and characteristics to be a suitable mentor.

Whilst this scheme is aimed at encouraging individuals and artists to learn more about the area of arts and criminal justice to develop their careers and improve practice, it should be acknowledged that there are extremely limited roles and opportunities within this field. **This scheme can in no way guarantee routes to work experience or paid employment.**

## NCJAA responsibilities

The NCJAA will pay reasonable travel expenses for both the mentee and the mentor in line with Clinks' travel and expenses policy and on submission of a completed expense form. Clinks reserves the right to refuse to pay an expense claim where the expenditure is unreasonable, disproportionate or cannot be validated by receipt.

The NCJAA will coordinate the mentor and mentee selection process, through application forms and an informal telephone conversation. The NCJAA will monitor uptake of mentors and mentees and keep all confidential records in accordance with Clinks' data protection and privacy policy, which can be found online here: [www.clinks.org/privacy-policy](http://www.clinks.org/privacy-policy)

The NCJAA will provide training and support (as outlined in this information pack) for mentors, and provide mentees and mentors with an agreement form to complete at the first meeting.

The NCJAA will evaluate the scheme by gathering feedback from both partners to produce a final evaluation report and to provide an appraisal for mentors and feedback for mentees. There will also be a chance to attend a meeting with all mentees and mentors coordinated by the NCJAA.

While it is the responsibility of the mentee, and mentor, to lead the process, the NCJAA is available as a moderator and should be contacted if either the mentee or mentor has any queries or wishes to talk something through.

## **Management and staffing**

The NCJAA Director will oversee the mentoring scheme. It will be coordinated by the NCJAA Development Officer and the NCJAA Communications Officer. The NCJAA is guided by a Steering Group and information about the NCJAA governance can be found on the NCJAA website at: [www.artsincriminaljustice.org.uk/governance](http://www.artsincriminaljustice.org.uk/governance). The NCJAA is legally and financially managed by Clinks.

The project will be managed from the NCJAA offices based at Clinks: Clinks, Tavis House, 1 – 6 Tavistock Square, London, WC1H 9NA.

The team can be contacted at: [info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk) and 020 7383 0966.

## **Policies and procedures**

Further information in this document provides some basic guidance around good practice and roles and responsibilities, which the mentor and mentees must adhere to. To ensure health and safety and to protect any potentially vulnerable people involved, mentors who agree to take part in the scheme will be acting within their professional current employed position. Whilst mentors will be supporting the work of the NCJAA, the mentor role is considered part of their working day and therefore falls within the context of mentors' own organisational employment policies.

The NCJAA is managed by Clinks and will adhere to its confidentiality, data protection, complaints and diversity and equal opportunities procedures in relation to managing this mentoring scheme.

## **How to apply**

If you are interested in being mentored by an expert from the NCJAA, or becoming a mentor, please read all the information in this pack carefully and return relevant applications forms to [info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk)

## 2: INFORMATION FOR MENTEES

### Who can apply

The mentoring scheme is open to individuals in the NCJAA network who are:

- New and emerging practitioners who would like to know more about how to work in the field of arts and criminal justice (such as freelance artists and facilitators)
- Anyone newly employed in the arts and criminal justice sector (for example a member of staff at an established organisation with less than a years' experience in the sector)
- People moving into the field of criminal justice from other community or participatory arts fields (for example health).

### Criteria to apply

In order to become a mentee you must:

- Already have some experience of delivering arts interventions with excluded groups.
- Be at the early stages of your career in this area, but feel more support would be beneficial.
- Be interested in setting up an organisation or programme of work or developing your skills and artistic practice through working with people with experience of the criminal justice system.
- Show commitment and potential within the sector.
- Be able to commit for up to six months mentoring and a minimum of five meetings or phone conversations. Please note that demand is high and mentees must consider how they will prioritise to allow time to commit to the scheme if selected.

### Who cannot apply

This scheme is not aimed at undergraduates or people who have recently graduated. For students, artists and others who are interested in working in the sector, but do not have enough experience or time to take part in the mentoring scheme, the NCJAA has many other resources:

- The good practice guide, [Enhancing arts and culture in the criminal justice system: A partnership approach](#), is a useful resource for anyone interested in delivering arts in criminal justice settings
- A one-day training course, [Introduction to arts in prisons](#).

Please contact [info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk) for more information on different avenues of support.

### Responsibilities

As a mentee you need to commit to your mentor by:

- Attending one initial face-to-face meeting with your mentor and a minimum of four follow-up meetings (face-to-face or via other methods)
- Providing the NCJAA with a signed copy of the Mentoring agreement form
- Agreeing your goals and a time period and method for your mentoring
- Working with the NCJAA to provide appropriate evidence for the monitoring and evaluation of the scheme
- Raising any concerns or queries you have to the NCJAA ([info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk)).

The NCJAA suggests that it is your responsibility to contact your mentor and lead on making arrangements for appointments.

### **What happens next**

If you meet the criteria, we will aim to match you with an appropriate mentor within two months. Please be aware that it may not be possible to find a mentor for all applicants.

If an appropriate mentor is available you will be asked to sign a Mentoring agreement form (Appendix 2) before being introduced to your mentor and given guidance on what to do at your first meeting. In your first meeting you should outline what you hope to get from the mentoring and agree on a set of expectations that suit you both. You can then arrange a series of sessions and the mentoring process will begin.

### **Monitoring**

If you experience any concerns or issues, please contact the NCJAA and if you feel unable to voice your concern that way, you can contact Clinks' Head of Operations at: [richard.nicholls@clinks.org](mailto:richard.nicholls@clinks.org). Mentoring partnerships can have unexpected outcomes and in some cases it may be beneficial to end the partnership early; this should be discussed with both your mentor and the NCJAA.

### **How to apply**

If you are interested in being mentored by an expert at the NCJAA, please fill in the application form and return the form to [info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk)



### 3: INFORMATION FOR MENTORS

#### Who can apply

To be a mentor on the NCJAA's Professional Mentoring Scheme you must be an established member of the NCJAA network with a minimum of five years' experience within arts in criminal justice (in some circumstances this may be lowered). You will have attended relevant mentoring training (either offered by NCJAA or elsewhere) and be able to demonstrate specific expertise, characteristics and skills. Mentors on the scheme must be able to provide:

- A relevant reference
- DBS certificate (if necessary to the type of work)
- Evidence of the relevant policies listed on the mentor application form
- Evidence that you have attended relevant training.

Please be aware that not all mentors will be partnered with a mentee every year.

#### The role and how it works

This mentoring scheme is a 'light touch' programme that delivers an extra offer to our network; responding to its needs by providing opportunities to meet and learn from experts in the field of arts and criminal justice. **In this context 'mentoring' is a professional, purposeful relationship, where someone less experienced is mentored by someone with more experience - in this instance within the field of arts and criminal justice.**

Over a six-month period you will mentor an individual who wants to learn about arts and criminal justice to improve their knowledge, expertise and confidence to work in the sector and bring about good practice.

The NCJAA can pay reasonable travel expenses but the role itself is voluntary and we cannot pay mentors for their time. We recognise that this may exclude some people from taking part and we would encourage anyone who finds cost a barrier to involvement to contact

[info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk)

#### Training

The NCJAA will provide free or subsidised training opportunities for all new mentors. This will include an introductory training session delivered in-house, and (subject to availability) a three-day coaching course with the Guildhall School of Music and Drama.

#### Responsibilities

As a mentor you need to commit to your mentee by:

- Providing one initial face-to-face meeting with your mentee and a minimum of four follow-up meetings (face-to-face or via other methods).
- Providing the NCJAA with a signed copy of the Mentoring agreement form.
- Agreeing your mentee's goals and a time period and method for your mentoring.
- Attending relevant training. This will be provided by the NCJAA where possible.
- Working with the NCJAA to provide appropriate evidence for the monitoring and evaluation of the scheme.
- Raising any concerns or queries you have to the NCJAA ([info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk))

The NCJAA suggests that it is the responsibility of the mentee to contact you and lead on making arrangements for sessions.

### **Professional relationship guidance**

Your pairing with your mentee is a professional relationship and should be carried out with mutual respect and in a professional manner. For more information and guidance on good practice on personal boundaries, please make sure you are familiar with the Boundary guidelines (Appendix 1). To support individuals to make the best progress, we advise that you agree a set of expectations and set out some realistic goals that can be achieved within the time scale.

### **Being supportive and flexible**

The NCJAA will try and match people appropriately. However, we envisage that people may want very different things from the scheme; some might need practical support and advice around setting up projects, and others might need more support around confidence building. Try and make sure you set out what you can realistically achieve and support the mentee with at the beginning of the process. Mentoring partnerships can have unexpected outcomes and both you and your mentee should discuss with each other, and then the NCJAA, if you feel it would be beneficial to end the partnership early.

### **How to apply**

If you are interested in being a mentor, please contact [info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk)

## **APPENDIX 1: Boundary guidelines**

(Adapted from the *Mentoring and Befriending Toolkit on Developing Successful Mentoring and Befriending*, Appendix 15: Boundary Guidelines)

### **Personal**

- See the person not the behaviour
- Maintain your respect for the other person even when they choose not to follow what you believe to be the best course of action
- Follow what you believe to be the best course of action only if it fits within the project
- Do not feel you have failed if the relationship does not work out.

### **Emotional**

- Try to understand the other person's thoughts and feelings.
- Remember you may not understand a situation when you only see part of it.
- Even if you have had a similar problem, you may not fully understand the person's difficulties.
- Everyone has a different way of coping and approaching problems. Your way of coping may not be right for another person.

### **Organisational**

- It is your right to ask what the project does to maintain its boundaries and to ask if the boundaries are consistent with the project's expectations of you
- It is your responsibility to maintain contact with the project
- It is both your right and responsibility to accept support as a professional mentor.

### **Do**

- Be aware of your own personal and professional boundaries
- Avoid getting into situations that could be misinterpreted
- Think before you say 'yes'
- Remember that the main focus of the relationship is the needs and progress of the person you are mentoring
- Ask if you are ever in doubt about an issue relating to boundaries.

### **Don't**

- Give out your home telephone number or address
- Take the other person to your home
- Get involved in a sexual relationship
- Get emotionally over involved
- Give or lend money to the other person.

## APPENDIX 2: Mentoring agreement form

(Adapted from *Mentoring and Befriending Toolkit on Developing Successful Mentoring and Befriending*, Appendix 11: mentoring agreement)

This form should be signed by both the mentor and mentee before the first meeting. The purpose of this agreement is to clarify the roles and responsibilities of both the mentor and the mentee.

Name: \_\_\_\_\_

### By voluntarily entering into this mentoring relationship, I agree:

1. Follow all rules and guidelines as outlined by the NCJAA in this information pack and agreement form
2. To meet in a public place (e.g. cafe), not our home addresses
3. To arrive on time or to contact each other at least the day before if unable to make the meeting
4. To contact the NCJAA at [info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk) if I feel the mentoring relationship is not working
5. Not to attend meetings under the influence of drugs/alcohol
6. Not to give or accept money or gifts to or from my mentee/mentor.

### In addition, the role of the mentor is:

1. To work with the mentee to identify goals and action needed to progress and support their needs and ambitions
2. To give focus, encouragement, information and support to the mentee to help them achieve their ambitions working within arts and criminal justice
3. To maintain regular contact with the mentee (suitable contact time to be agreed between the two parties)
4. To provide support and guidance in a friendly, non-judgemental manner that enables the mentee to make their own decisions and to respect the decisions the mentee makes
5. To act in the best interests of the mentee and the NCJAA Professional Mentoring Scheme at all times, pointing out opportunities as well as potential problems
6. To update the NCJAA ([info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk)) on the progress of the mentoring relationship
7. To seek help from the NCJAA if the mentee has a problem beyond my experiences and/or expertise
8. To keep the content of the meetings confidential, unless otherwise agreed or if the information disclosed leads to concerns about the mentee or someone else's welfare or safety, in which case it must be reported to the NCJAA ([info@artsincriminaljustice.org.uk](mailto:info@artsincriminaljustice.org.uk)) and your own organisation

9. To be honest and provide constructive feedback to the mentee.

**The role of the mentee is:**

1. To cooperate with any reasonable request from the mentor provided it is in the interest of the mentee
2. To work with the mentor to produce an action or development plan
3. To keep the mentor and the project informed of any changes to contact details
4. To take the lead on setting times and dates for the sessions
5. To be open to feedback from their mentor and to be honest in the information that they give to the mentor.

Anyone who is felt to break this agreement will be removed as a member of the NCJAA in line with our Terms of Reference.

**Signed:**

Full name:

Signature:

Date: