

Report 2017/18

# Impact

Together we can end  
the revolving door



I am delighted to see that we have touched the lives of over 56,000 people in immediate crisis or trapped in the revolving door cycle.

“ Christina Marriott  
CEO, Revolving Doors Agency

## Welcome

There are many elements of this report I am proud of, but some significant achievements stand out for me personally.

Firstly, our reach and presence across the country has grown. This year, we supported 78 services to develop how they work with people to develop better services. And we have seen how our lived experience teams are having a real impact, with peer support now being piloted in the national Liaison and Diversion service.

Secondly, our policy and influencing work has grown in scale and impact. The launch of our Short Sighted campaign has already changed the national debate on ineffective, disruptive short sentences. We will continue to make the argument for the end of short sentences.

Finally, I am delighted to see that we have touched the lives of over 56,000 people in immediate crisis or trapped in the revolving door cycle.

All of this has been underpinned by our sustainability, demonstrated by our third successive year of both income growth and surplus.



Christina Marriott  
CEO, Revolving Doors Agency

## Contents

<b>Chapter 1</b> Our major policy wins in 2017/18	04
<b>Chapter 2</b> Changing the culture through lived experience	12
<b>Chapter 3</b> Impact on services	14
<b>Chapter 4</b> Progression opportunities	16
<b>Chapter 5</b> Achieving impact through social enterprise	18
<b>Chapter 6</b> Expanding our reach	20



# Our major policy wins in 2017/18

## “Short sentences should be a last resort”

“ Justice Secretary David Gauke MP in The Times, 26 May 2018

## We are changing the national debate on the use of short prison sentences

Our new campaign to reduce use of short sighted short prison sentences was launched on 20 March 2018. We published an independent poll of public opinion and a new report which The Times covered. Since the launch we have seen real impact. Ministers in the Ministry of Justice agree that short sentences can be ineffective and damaging; and have committed to find more solutions in the community.

“The evidence shows that when the person has been inside for less than 12 months the reoffending rate is about 66 per cent, but the reoffending rate for those who get a non-custodial sentence is lower. Short sentences should be a last resort.”

“ Justice Secretary David Gauke MP in The Times, 26 May 2018



### The campaign has also secured public backing from:

#### Persons

- Rt Hon Baroness Corston
- Rt Hon Dominic Grieve QC MP
- Professor Lord Patel of Bradford OBE
- His Honour Judge John Samuels QC
- Lord Ramsbotham GCB CBE
- Members of Justice Select Committee, Hardyal Dhindsa
- Police and Crime Commissioner for Derbyshire

#### Organisations

- Howard League for Penal Reform
- Women in Prison
- Centre for Justice Innovation
- The Centre for Mental Health
- Clean Break
- Justice and Prisons



### Taking this further in 2018/19

- 1 We will continue to press for a new presumption against short-sighted short prison sentences.
- 2 We will press our case by demonstrating the cost benefit of a new approach.
- 3 Alongside this, we'll develop our campaign to highlight examples of effective community sentences from across the country. We will engage all community rehabilitation companies (CRCs) to map provision and share promising practice.



## High Court Ruling on Personal Independent Payments

Our evidence contributed to a landmark victory resulting in a High Court Ruling on Personal Independent Payments. The High Court has found that part of the rules governing disability benefits discriminate against people with mental health problems and breach human rights obligations.

The judge who considered all the evidence found that the rules were “manifestly without reasonable

foundation.” RF, who brought the claim, said ‘This judgment is important for a community of people with mental health problems fighting for their lives against discrimination.’

We will continue to ensure people with poor mental health are afforded the same rights as those with other disabilities, and that their voices are heard.



## Paper channels in a digital world

As a result of our research for HM Courts & Tribunals Service (HMCTS), people facing multiple problems will always be able to access paper channels if they struggle to access digital courts and tribunals services.

“Working with Revolving Doors has given HMCTS invaluable insight and helped shape the design of support channels being put in place to help our users who have complex needs and face barriers when engaging with digital services. They have worked flexibly with us and their expertise and professionalism was clearly displayed in all aspects of the work.”

“ ” Michael Brazier, Interim Head of Assisted Digital, HMCTS



## Homelessness prevention

We worked in coalition with the sector to ensure the Homelessness Reduction Act became law. It means local government has a new duty to prevent, rather than just respond to, homelessness – crucial to ending the revolving door. The Minister for Homelessness, Marcus Jones MP, described the new law as “ground breaking legislation to help some of the most vulnerable in our society.”

## ...ground breaking legislation to help some of the most vulnerable in our society.

“ ” Minister for Homelessness, Marcus Jones MP

# Recommendations adopted as a result of our consultation responses

## Organisation National Institute for Health and Care Excellence (NICE)

### Quality standards on physical health of people in prison

- New prisoners should be tested for blood-borne viruses and assessed for risk of sexually transmitted infections (evidence from our 2016/17 Rebalancing Act publication).
- People in prison who have complex health and social care needs should have a lead care coordinator so that people that are receiving care from different teams can receive joined up care.

### Quality standards on mental health of people in prison

- The Liaison and Diversion dataset should be used to assess the success of local areas in diverting people with mental health needs out of the criminal justice system.
- Recognition of the role of Street Triage as a means of making preliminary assessment of mental health needs.

## House of Commons Work and Pension Committee Personal Independence Payments (PIP) and Employment Support Allowance (ESA) assessments

- In recognition of the pervasive culture of mistrust around PIP and ESA processes, the DWP should co-design benefit forms with stakeholders, including people with lived experience, and implement default audio recording of assessments without delay.

## Police and Criminal Evidence Act (PACE) codes of guidance

- Our main concern was the raising of the decision-making threshold for police officers as to whether an appropriate adult is required from 'any suspicion' to 'reason to believe'. They compromised and changed the threshold to 'reasonable grounds for suspecting'.

## Mayor of London health inequalities strategy

- Support for our recommendation for the Mayor to work with people facing severe and multiple disadvantages to design and deliver their health equalities programme.

## Department for Communities and Local Government (DCLG) draft guidance for local authorities on homelessness

- Guidance took into account our comments on 'deliberate and unreasonable refusal to cooperate'.
- Our recommendation to clarify the respective roles of Community Rehabilitation Companies and housing authorities has been taken on board.
- DCLG has promised to develop further guidance on modern slavery to enhance understanding within housing authorities. Guidance is informed by our case studies.



# Short Sighted campaign timeline: Part 1



**August 2017**  
Lived Experience Forums tell us campaign against short prison sentences is a policy priority



**20 March 2018**  
We launch our campaign called Short-Sighted in The Times newspaper with a briefing and new polling data on public support

**17 April 2018**  
Meet with Justice Minister Dr Phillip Lee MP



**27 April 2018**  
Magistrates Association tell the BBC they would prefer alternatives to short prison sentences

**Throughout April & May**  
Members of Justice Committee, MPs and Police and Crime Commissioners back our campaign



**“[too many people] cycle in and out of sentences”**

Justice Minister, Dr Phillip Lee MP

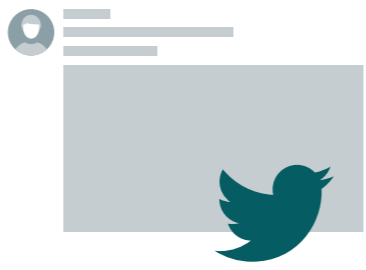
**27 May 2018**  
Justice Minister, Dr Phillip Lee MP supports our campaign on the Sunday Politics Show saying short prison sentences mean too many “cycle in and out of sentences”

**10 October 2017**  
We set out the case on the BBC2 Victoria Derbyshire Show



**9 April 2018**  
Meet with policy advisor at No. 10 to discuss the campaign

**26 April 2018**  
Present our campaign to the Criminal Justice Alliance and meet with the Minister of State for Prisons, Rory Stewart MP. That evening he tweets about the ineffectiveness of short prison sentences for the first time



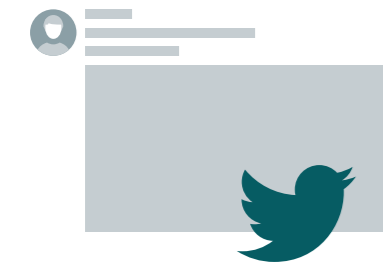
**17 May 2018**  
Ministry of Justice publish new evidence for the ineffectiveness of short prison sentences

**26 May 2018**  
Justice Secretary, David Gauke MP, tells The Times that “short sentences should be a last resort”



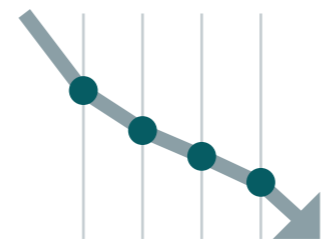
**5 June 2018**  
Justice Secretary confirms new priority to develop robust non-custodial sentences to divert people from short sentences

# Short Sighted campaign timeline: Part 2



**6 June 2018**  
Chair of Justice Select Committee, Robert Neill MP, tweets short prison sentences are too expensive and their benefits are far from certain

**22 June 2018**  
Justice Committee recommends a presumption against short sentences



**26 June 2018**  
Rory Stewart MP tells Justice Committee that he wants to "significantly reduce if not eliminate" short prison sentences

**10 July 2018**

People serving short prison sentences "lose their jobs, their homes and enter a downward spiral"

Justice Secretary, David Gauke MP

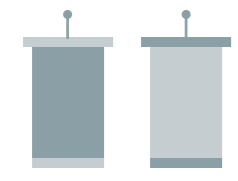


**20 July 2018**  
Justice Secretary tells The Telegraph that "short sentences should only be used in extreme circumstances because they don't work"

**25 July 2018**  
Responding to our letter to the Editor, the Evening Standard agrees that short sentences are short-sighted



Public debate



**21 June 2018**  
Justice Secretary highlights the need for a public debate on replacing short sentences with community sentences

**25 June 2018**  
Our new Freedom of Information data shows 2 out of 3 people serving short sentences have drug and alcohol problems and 68% go on to reoffend in a year



**27 June 2018**  
Ministry of Justice Strategy on Female Offenders places reducing the use of short custodial sentences at its heart. Revolving Doors are featured alongside MoJ in the press release and discuss the new strategy on Sky News and LBC

**21 July 2018**

The Sun newspaper backs reducing short prison sentences



**24 July 2018**  
The London Assembly Police and Crime Committee conclude that women convicted of minor offences should be given community support rather than being given a short sentence. Women with lived experience from Revolving Doors Forums gave evidence to the committee

**10 August 2018**

Ministry of Justice publishes a new protocol to divert people away from ineffective short sentences into mental health and drug treatment



# Changing the culture through lived experience

**“[Greater Manchester] is developing how it ensures the voice of the service user is clearly informing policy and service delivery by moving to a coproduction model of designing and commissioning services. Any forum that can help us access the voice and needs of service users would be beneficial.”**

Greater Manchester Public Service Reform Team Official

Our consultation responses always draw on what we have learnt from lived experience, but we are also seen as a trusted partner to broker honest dialogue, both through our regional forums and bespoke consultations and workshops. As a result, our lived experience members are changing the way that services are delivered.

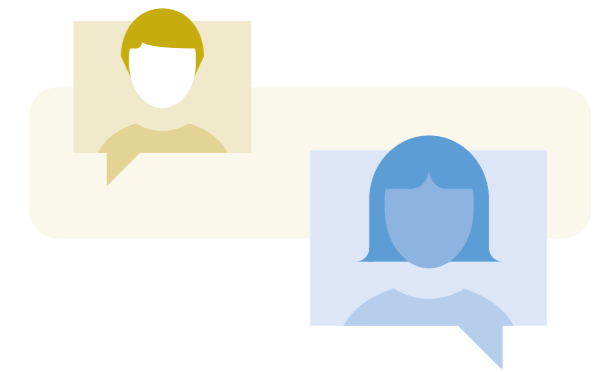
## Regional Forum growth

Our vibrant new Birmingham regional forum, launched in September 2017, now has 65 members and is engaging senior regional stakeholders, making it the place for local decision makers to access the authentic voice of lived experience across the health and justice systems. We have developed local referral partners, new strategic partners, and deepened our relationships with the West Midlands Combined Authority. The Birmingham forum was instrumental in shaping our Short Sighted campaign: the call for this work came from members and they sit on the campaign steering group.

**“You can’t beat the feeling of being listened to, making things happen and feeling good about yourself.”**

**“Days like I’ve spent today at the forum are also extremely useful for me as they help build my confidence which furthers my recovery and gives me the opportunity to meet other like-minded people in my community.”**

Birmingham forum members



## Liaison and Diversion peer support pilots

The first Liaison and Diversion peer support services are being piloted in Birmingham and Wiltshire. This is a real win for our Lived Experience Team who have championed this since 2014. These innovative services engaged 142 service users in 2017/18. Service providers report that peer supporters are able to engage people that had previously refused support. We helped the services to mobilise after our Lived Experience Team coproduced the model with commissioners.

**“Peer support has more than exceeded our expectations, and has integrated very smoothly into the team.”**

Birmingham commissioner

**“I saw at first-hand how much of an impact peers make on service users. Someone who steadfastly didn’t want to engage did so easily with our peer supporters; and both the peer supporters have added another dimension to our team.”**

Birmingham service manager

## The impact of lived experience

Five London forum members submitted evidence in person to the Greater London Authority Health Committee’s inquiry into access to mental health care for offenders. This was a departure from the Committee’s standard way of gathering evidence, showing that the power of hearing directly from lived experience is being increasingly acknowledged.

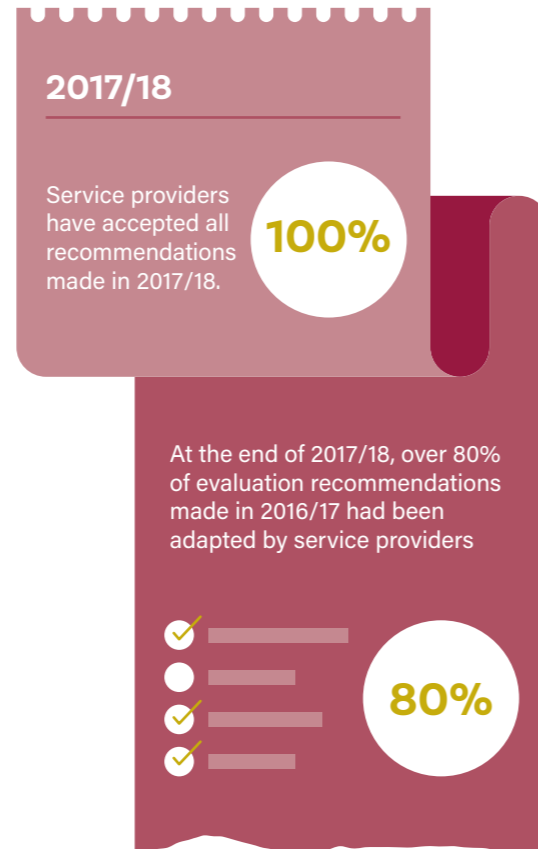
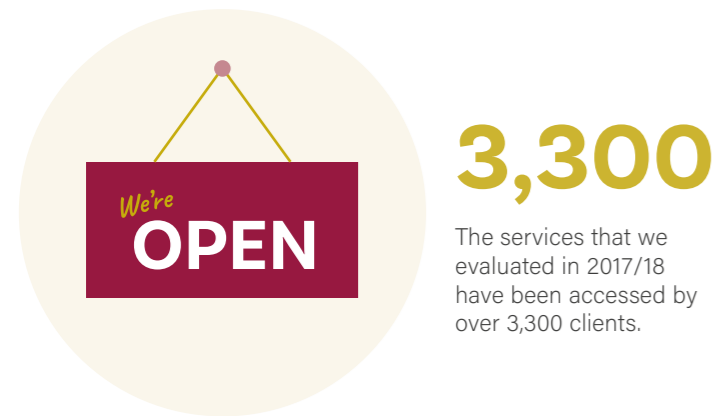
## Taking this further in 2018/19

- 1 We will be supporting a further two Liaison and Diversion services to mobilise peer support - in Berkshire and Wakefield
- 2 We will be conducting a review into the effectiveness of peer support for NHS England with the intention that the service is then rolled out nationally

# Impact on services

## Working with services to improve them

We work alongside services to help them improve. Service managers particularly appreciate the thoroughness of our approach: we consult every category of stakeholder, eliciting honest feedback that doesn't feel tokenistic. This ensures that findings have strong buy-in, supporting the implementation of recommendations.



## Embedding lived experience

We provided training and consultancy to 78 services across England to help them improve how they engage people with lived experience in the design and delivery of their services. Our input has shifted the focus on the use of lived experience from a 'nice to have' to an essential element of service design and delivery, ensuring that services are more effective at responding to users' needs.



Together the services we have worked with have supported over 56,000 people in immediate crisis or trapped in the revolving door cycle

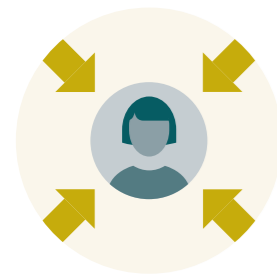


# Progression opportunities

## Measuring Progression

We want to enhance our understanding of the impact that involvement in our forums and projects has on our lived experience members.

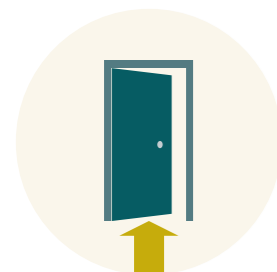
In March, we introduced exit interviews for individuals leaving our projects. The first interview was with someone that has moved into full-time employment:



She took full advantage of the networking and learning opportunities that our projects provided, which helped build her skills and confidence;



the work helped her develop a structured routine;



it helped her think about, and develop, her skills and interests beyond her "lived experience". She recognised there was a journey from solely sharing her lived experience to it being just one aspect of what she had to offer.

## Accredited Qualification

We gained Open College Network (OCN) accreditation for our peer research training course (levels 1 and 2). As a result, all those who successfully complete the course will gain a nationally recognised qualification. All participants of the first accredited course in March 2018 reported that they were satisfied or very satisfied with the quality of the information, trainers and learning environment.



# 100%

of participants were satisfied or very satisfied with the quality of the information, trainers and learning environment.

## Taking this further in 2018/19

We will be tracking progression for all lived experience members, assessing how and why our work makes a personal impact on people. Questions will assess Agency, Hope and Identity.

**Revolving Doors gave me so many opportunities, we were always doing something different. I particularly liked working with commissioners. I learned a lot – my confidence grew, I learned how to talk confidently in groups of people and also to listen to different views. It gave me belief – I knew I could work again. It was down to me to make it happen – they weren't going to do things for me**

“ Rio, Regional Forum Member

# Achieving impact through social enterprise



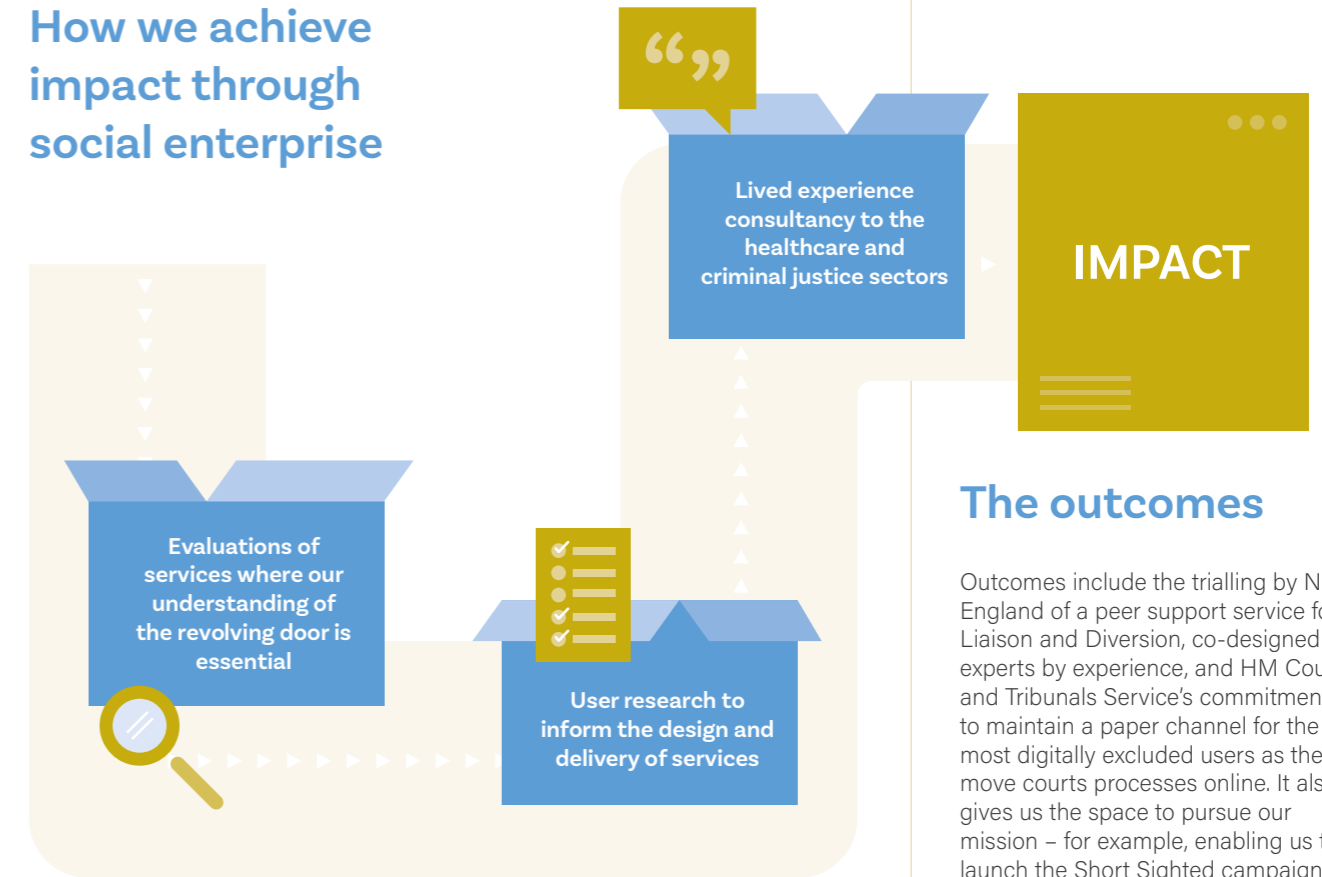
For the third year running we have achieved 50% of our income from social enterprise. Our income grew by 22% on last year and we enter our 25th anniversary year having generated a £100k surplus.

We are investing these funds back into the work of the charity: a large proportion will be designated in 2018/19 for new research and policy work connected to our 25th anniversary.

We will be exploring persistent gaps in both strategic thinking and practical solutions to the revolving door cycle, aiming to push our collective thinking and end the revolving door within 25 years.

We have used our commercial work to improve commissioning and service delivery by showcasing what works and ensuring that services reflect the experiences of the people that use them.

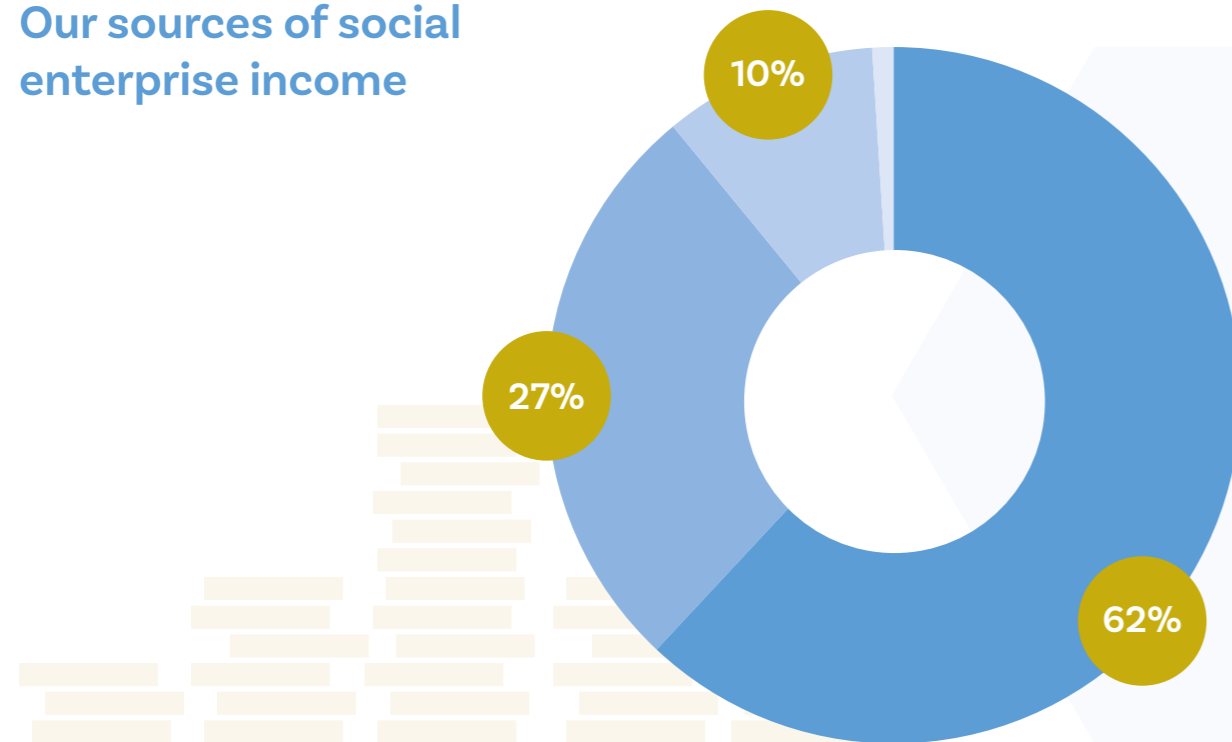
## How we achieve impact through social enterprise



### The outcomes

Outcomes include the trialling by NHS England of a peer support service for Liaison and Diversion, co-designed with experts by experience, and HM Courts and Tribunals Service's commitment to maintain a paper channel for the most digitally excluded users as they move courts processes online. It also gives us the space to pursue our mission – for example, enabling us to launch the Short Sighted campaign.

## Our sources of social enterprise income



### 62% Lived Experience Consultancy

- 44% NHS England
- 16% NHS England East Midlands
- 15.5% Big Lottery Fund (via Ipsos Mori)
- 10% Leicestershire PCC
- 5% Making Every Adult Matter
- 3.5% NHS England South Central
- 2.5% Addaction
- 2% Black Country Partnership NHS Foundation Trust
- 1.5% Russell Webster

### 27% User Research

- 90.5% HM Courts & Tribunals Service
- 9.5% NPC

### 10% Evaluation

- 31.5% Together for Mental Wellbeing
- 25% Depaul UK
- 23% BVSC
- 14.5% MCCH
- 6% St Mungo's

### 1% Other

- 100% Small contracts

# Expanding our reach

## Where we work

### 1 Birmingham

- Forum
- Evaluation
- User research
- Lived experience consultancy/training
- Multiple needs consultancy

### 2 Blackpool

- Lived experience consultancy/training

### 3 Blaenau Ffestiniog

- User research

### 4 Brighton

- Lived experience consultancy/training

### 5 Bristol

- Evaluation
- Lived experience consultancy/training

### 6 Cambridge

- Multiple needs consultancy

### 7 Grimsby

- User research

### 8 Leeds

- Lived experience consultancy/training

### 9 Leicester

- Lived experience into commissioning

### 10 Liverpool

- User research
- Lived experience consultancy/training

### 11 London

- Forum
- Peer research
- Evaluation
- User research

### 12 Maidstone

- Evaluation

### 13 Manchester

- Forum
- User research
- Lived experience consultancy/training
- Multiple needs consultancy

### 14 Newcastle

- Lived experience consultancy/training
- Multiple needs consultancy

### 15 Oxford

- Lived experience into commissioning

### 16 Plymouth

- Lived experience consultancy/training

### Liverpool

We ran a number of focus groups to feed into Her Majesties Courts & Tribunal Services on the impact of the digitisation of courts services, offering them invaluable user research to support this piece of work.

### Newcastle

We have successfully worked to make sure the views of people with lived experience have been integrated into every strand of the learning, support and evaluation of the Big Lottery 'Help Through Crisis' project in the North East.

### 17 Reading

- Lived experience consultancy/training

### 18 Sheffield

- Evaluation

### 19 Sunderland

- User research

### 20 Wakefield

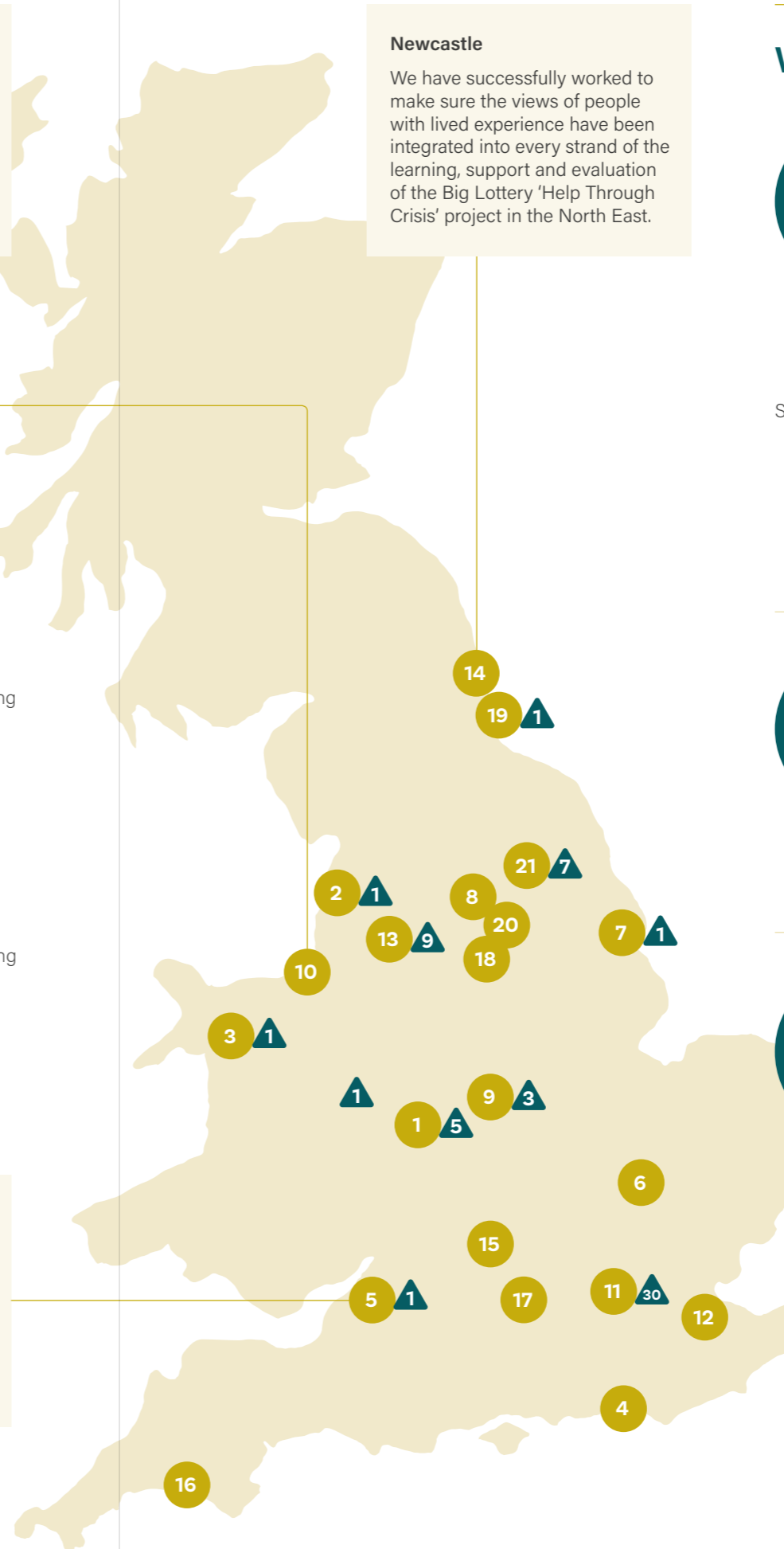
- Lived experience consultancy/training

### 21 York

- Learning partner

### Bristol

Our five-year evaluation of the Assertive Contact and Engagement (ACE) service has shown how this innovative service is supporting the psychological wellbeing of people living complex and chaotic lives.



## Who we work with



62 organisations across England and Wales referred people with lived experience into our forums and other projects.

Location	No. Organisations
London	30
Manchester	9
York	7
Birmingham	5
Leicester	3
Blackpool	1
Blaenau Ffestiniog	1
Bristol	1
Grimsby	1
Liverpool	1
Sunderland	1
Telford	1
Wolverhampton	1

See this symbol ▲



25 Police and Crime Commissioners (PCCs) have engaged with us or sought our expertise on multiple needs.



Revolving Doors is recognised as a key policy voice for multiple needs and our input is increasingly sought. We partner with 38 organisations, coalitions and specialist groups working across multiple needs, criminal justice, substance misuse, mental health and homelessness

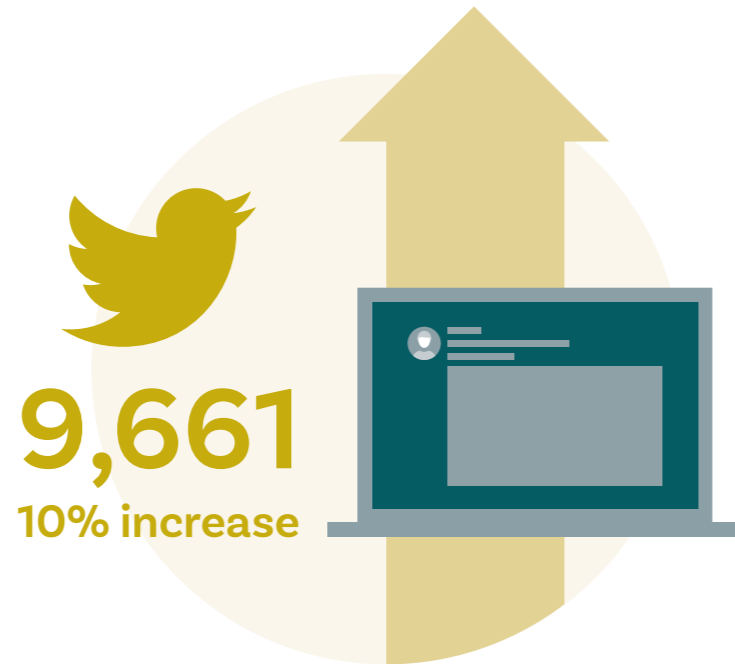
Revolving Doors staff sit on numerous advisory boards and working groups, sharing our knowledge and expertise with national and local government, academics and others in the sector. Our Chief Executive is a member of:

- Ministerial Advisory Board on Female Offenders
- Justice working party on assisted digital
- Synergi Advisory Panel – a new national centre of excellence on ethnic inequalities and severe mental ill-health

# How we share our learning

## Social media

Our Twitter following has grown to 9,661, up 10% from 2016/17



## Publications

We published five reports plus an interactive map to complement our review of police and crime plans. Our highlights included:

### Police and Crime Plans Review

Our review of all Police and Crime Plans in England and Wales brings together the Police and Crime Commissioner's (PCC) commitments to address issues facing people with multiple needs.

The report was launched at a joint event with the Black Training and Enterprise Group, highlighting how PCCs need to address inequalities experienced by people with multiple needs, young adults and people from black, Asian and minority ethnic backgrounds. The roundtable, hosted by the Barrow Cadbury Trust, brought together senior stakeholders across the criminal justice system, including the Association of Police and Crime Commissioners, the Police Foundation, and representatives from PCC offices.

Off the back of this report, the Shadow Minister for Policing, Louise Haigh MP, asked to meet with us to discuss PCCs and how they drive innovation at the local level. Following the publication of our spotlight on Young Adults, we arranged for her to visit Remedi in Sheffield, which delivers Restorative Mentoring to young adults in the criminal justice system.

### Spotlight on Young Adults

The fifth in our "spotlight" series showcases some of the innovative work being undertaken by PCCs across the country to improve criminal justice responses for young adults (18-25), the most likely age group to come into contact with the police both as victims and offenders.

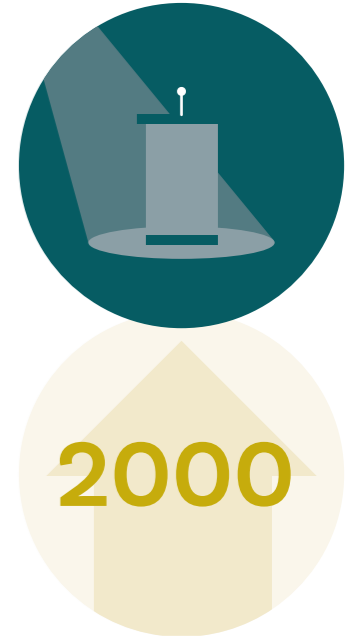
In addition to the social media and the criminal justice sector news outlets (such as Clinks, APCC, Policing Insight and Police Professionals), we were featured in Children and Young People Now, a magazine for decision makers and senior practitioners working with children, young people and families, with a circulation over 18,000 copies a month. The article included case studies from projects funded by the PCCs for South Wales, Cumbria and Gloucestershire. Commenting on the article, Dr Tim Bateman, University of Bedfordshire said: "As is evident in the examples of promising practices, police and crime commissioners (PCC) appear to be initiating positive and constructive schemes with young adults who cause harm or are at risk of further offending".



# Speaking engagements

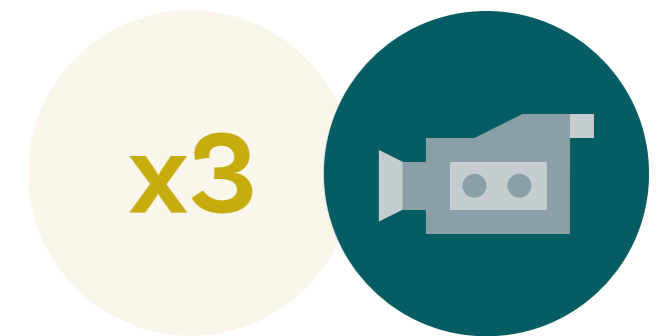
We delivered numerous speaking engagements, sharing emerging knowledge from lived experience and our research, and supporting the embedding of our learning in practice. Our highlights included:

- Co-presented, with a forum member, to an audience of c.80, mostly commissioners, at the National Academy for Justice Commissioning 10th Anniversary Conference setting out the case for why lived experience is needed in commissioning and how to do it well.
- Presented to an audience of c.150 managers, frontline staff and people with lived experience at the National Fulfilling Lives Conference in Birmingham, sharing insights from our research on the common concepts for recovery and desistance across mental health, substance misuse and criminology, plus our families literature review.
- Presented to c.100 people at the West Midlands PCC and Public Health England Rebalancing Act Conference, embedding learning from Rebalancing Act locally and making the case for partnerships to drive improvements in the health of people in contact with the criminal justice system.
- Panel member at a Public Policy Exchange symposium on safeguarding vulnerable people in custody, alongside Juliet Lyon CBE, Chair of the Independent Advisory Panel on Deaths in Custody and Tola Munro, Deputy General Secretary, National Black Police Association.
- Presented on lived experience involvement at the national New Philanthropy Capital Ignites conference – a conference for sector leaders to examine the key issues facing charity leaders today and explore cutting edge solutions.
- Invited to present at an expert roundtable event in Manchester hosted by the Deputy Mayor for Policing and Crime, Beverley Hughes. This led to work to support them in their strategy on young people, families and young adults as part of their whole systems approach.
- Led a panel discussion at PHE's annual conference (1,400 participants) examining learning from our 2017 Rebalancing Act publication and engagement with local systems leaders across the country.



## Traditional media

We've taken advantage of opportunities for broader public influencing through the media, including appearances on Newsnight and two appearances on the Victoria Derbyshire show, where we made the case against short prison sentences and promoted community alternatives as more effective at reducing crime.



## Conferences

We co-organised the 2-day national Tackling Multiple Disadvantage conference attended by over 300 practitioners, researchers and commissioners. 93% of attendees rated the event as good or excellent.



# About Revolving Doors

We are a charity that creates and shares research, influences policy and evaluates services to break the cycle of personal crisis and crime we call the Revolving Door.

We are not a service provider but our fresh thinking helps other organisations make a life-changing difference. Our work as a charity sets us apart because, unlike others, we don't just focus on any single problem. Instead, we look at the person and their whole spectrum of individual needs. The experiences of those who have been through the system – and often been failed by it – are at the centre of everything we do. With their unique insights, they now play an active part in changing things for the better.

## Revolving Doors Agency

South Bank Technopark  
90 London Road  
London SE1 6LN

T 020 7407 0747

E [admin@revolving-doors.org.uk](mailto:admin@revolving-doors.org.uk)

 [@RevDoors](https://twitter.com/RevDoors)

