

revolving
doors

2022-24
Strategic Plan



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Our Mission

To break the cycle of crisis and crime.



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Our Vision



We champion long-term solutions for justice reform that tackle the root causes of reoffending and support people's journeys towards better lives.

We advocate for a humane approach that responds to people's unmet needs and works with them to reach their full potential and to thrive. We advocate for a system that recognises and addresses the drivers of contact with the criminal justice system, namely trauma, poverty and discrimination.

We focus on the 'revolving door' group of people, those who have repeat contact with the criminal justice system whose behaviours are largely driven by unmet health and social needs. These include combinations of substance misuse, homelessness, mental ill health and domestic abuse often referred to as 'multiple disadvantage'. We recognise that to fulfil our ambition we need to work to drive systems change in the criminal justice sphere and related sectors.

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Our Approach



Empowering the voices of people with lived experience

- Developing the advocacy skills of our lived experience members
- Delivering system level change led by the people who use services

System Design

- Influencing policy makers and officials
- Supporting people with lived experience and professionals to collaborate effectively
- Proposing and implementing alternative policies and designs

Service Delivery and Operation

- Making services more effective and encouraging innovation
- Changing attitudes and empowering the workforce within services

Prevention

- Identifying and tackling causes and risk factors
- Offering and developing alternatives

Social and Political

- Influencing political and public discourse
- Challenging stereotypes
- Creating networks to influence practice

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Our Values



All the work we do is underpinned by the following core principles:

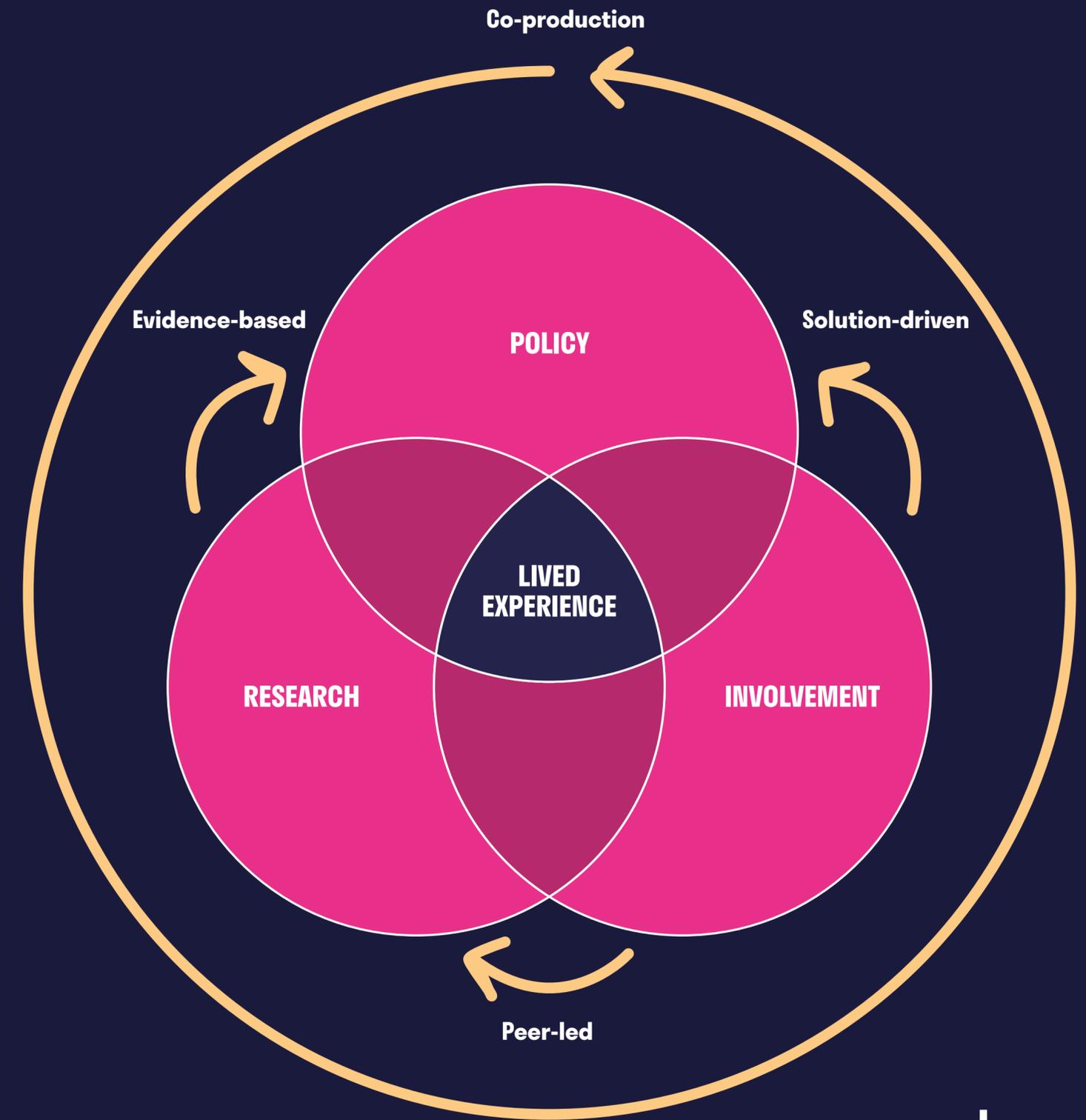
- 1 Empowering the voice of those with lived experience of the criminal justice system, our members, supporting and promoting their role in driving change.
- 2 Acting with empathy and respect with a belief in people's potential.
- 3 Valuing experience from multiple perspectives rooted in equality and diversity.
- 4 Being evidence-led, finding what works and what doesn't.
- 5 Acting collaboratively and working closely with partners to have a bigger impact overall.
- 6 Organisational credibility, built on sound governance, finance and people.
- 7 Being brave and ambitious, challenging the current system, and offering solutions that will break the cycle of crisis and crime.

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How we work

Revolving Doors uses lived experience voices, research and influencing to provide evidence-based solutions for those facing multiple disadvantage and who are caught up in the cycle of crisis and crime.

By empowering those with lived experience of the revolving door, we seek to ensure that those forming policies and designing services understand how current systems can exacerbate the cycle of crisis and crime, and crucially how they can provide the support necessary to break this cycle.



What we will focus on for the next two years

- 1 Diversion and Prevention:** We will focus our work on advocating for solutions that lie primarily outside of the criminal justice system and that address the root causes of offending behaviours. This covers from point of first contact, community interventions to resettlement programmes.
- 2 Sentencing and Probation:** We will focus our work on promoting good practice and take up of community sentences and a more flexible and person centred approach to reform and recovery.
- 3 Resetting the system:** We will focus our work on bold policy solutions that address the significant challenges facing the criminal justice system and the people within it. We will advocate for trauma informed approaches and wider systems change.

- 4 Procedural Justice:** We will focus our work on the fair and humane treatment of those in the revolving door and the agencies with which they interact, including the police. We will focus in particular on minoritised communities and women.
- 5 Organisational resilience:** We will work on strengthening our charity in accordance with our values of being built on sound governance, finance and people. We will focus on increasing our influence and developing our people and governance.



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