

revolving
doors

Impact Report 2022-23

November 2023

Life-changing
Trail-blazing Influential Lived experience
Positive
Giving young people voices
Light at the end of the tunnel
Co-production
Unique
Giving hope
Collaborative
Recover
Empowering
Inspiring
Heal
Life-changing
Unheard-of
Groundbreaking
Powerful
Hope

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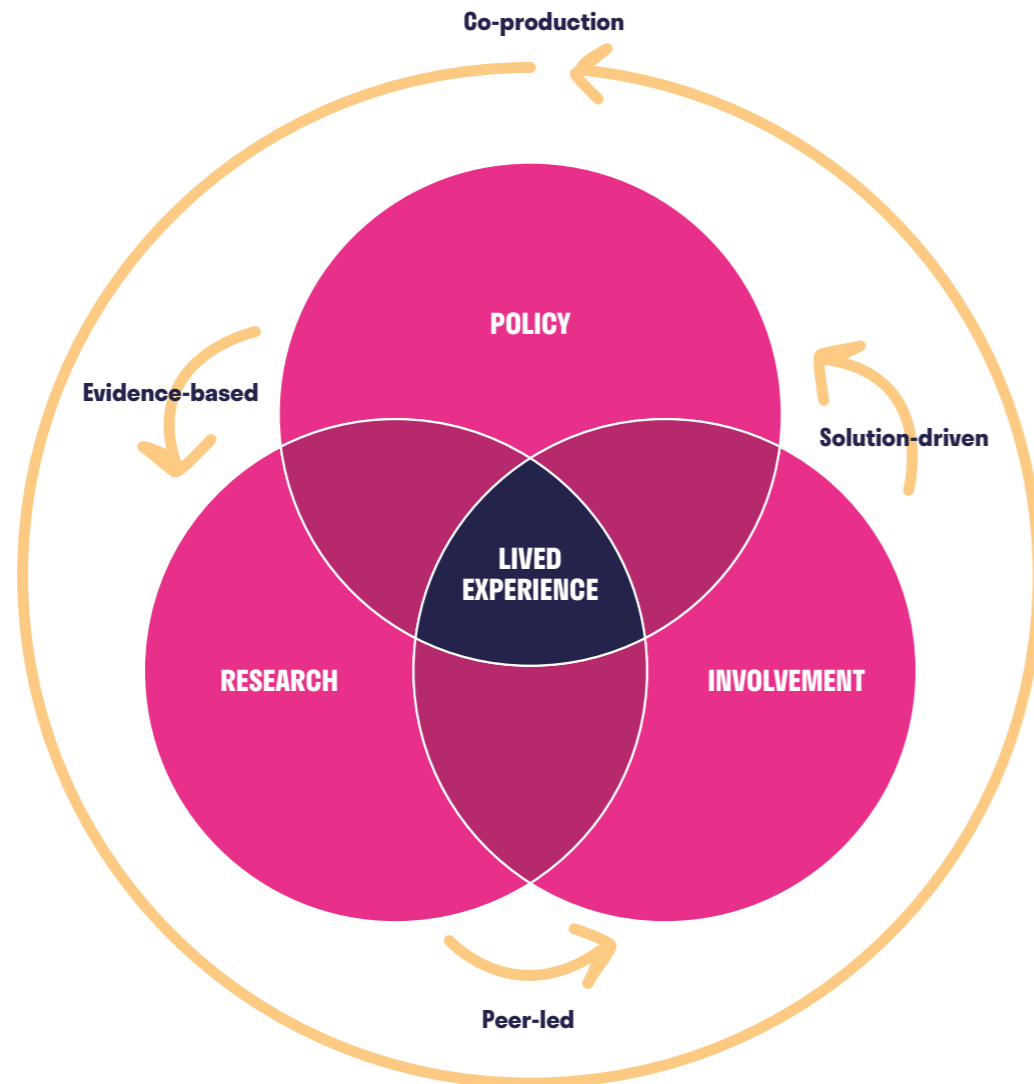
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Revolving Doors: Where Lived Experience Drives Change

At Revolving Doors, our aim is not just to drive reform to break the cycle of crisis and crime – it’s to create change that truly matters, change that is rooted in the very experiences that shape lives. We are not your ordinary charity; we are a community where the power of our lived experience members drives every facet of our work.

Being ‘member led’ is the heart and soul of who we are. It means that the voices and insights of those who have walked the path of the criminal justice system are not only heard but are also the driving force behind everything we do. These are not just stories; they’re the blueprints of transformation.



The why

Imagine facing a barrage of life-disrupting challenges all at once – housing insecurity, domestic abuse, substance use problems, mental health issues, neurodiversity and a history of minor offenses leading to repeated encounters with the criminal justice system. Many people in this situation have endured poverty, discrimination and childhood traumas that continue to haunt them. As a result, they often grapple with poor physical and mental health and financial difficulties. The sad truth is, these interconnected issues can feed off each other, pushing individuals deeper into the criminal justice system.

While services exist to help with individual problems, they **often fall short when it comes to addressing the complex needs of those facing multiple disadvantages**. Consequently, these individuals are often seen as difficult to assist, leaving them struggling to access the support they desperately need. This lack of tailored assistance fosters distrust and disengagement, perpetuating a cycle of exclusion. We exist to break that cycle.

The how

We empower our members with lived experience – those who have journeyed through the system themselves – to become change agents. Through support and training we harness their unique insights to drive reform. Our members are not just recipients of change; they are the catalysts for it. Their firsthand knowledge, resilience, and determination fuel our efforts to create a more just and compassionate system.

Research

Our research isn’t conducted from a distance; it’s born from the understanding that only those who have lived through the system truly comprehend its complexities. We collaborate, we explore, and we uncover the truths that statistics alone can’t reveal.

Policy

Policies aren’t just words on paper for us. They’re the culmination of shared wisdom – our members’ insights blending with evidence and expertise to create solutions that dismantle barriers and build bridges to a better future.

Service Design

Our services are forged from empathy and innovation. With our members at the helm, we design programs that address the unique challenges faced in the revolving door, knowing that personal experience provides insights that data can’t capture.

Governance and Decision Making

Our leadership and teams are a reflection of courage, resilience, and hope. Those who have faced adversity head-on guide us, ensuring that every decision we make is anchored in the pursuit of a fairer and more just system where fewer people have contact with the criminal justice system.

Revolving Doors at 30

30 years ago we set out to end the revolving door or crisis and crime. In that time despite challenging and changing political and economic times we have achieved a significant impact on the criminal justice system and the lives of individuals involved in it. This has included:

- **Amplifying Lived Experience Insights:** We have provided a platform for individuals with lived experience in the criminal justice system. By amplifying their voices, we have empowered our members to share their stories and insights, which has contributed to more informed policies and practices and mainstreamed lived experience involvement and co-production.
- **Influencing Policy Change:** Our lived experience-led approach has helped policymakers better understand the challenges faced by those in the system and has led to more effective and compassionate policies.
- **Reducing Reoffending:** Through programs we have played a key role in designing such as Link Workers, Reconnect and Liaison and Diversion, we have played a role in reducing reoffending rates. By addressing the underlying issues that contribute to offending such as mental ill health and substance misuse, we have helped individuals break the cycle of reoffending.
- **Training and Education:** We have provided training and education opportunities for individuals with lived experience, empowering them to become peer mentors and advocates within the criminal justice system.
- **Raising Awareness:** We have played a crucial role in raising awareness about the issues within the criminal justice system for those with unmet health and social needs. Our advocacy efforts, research, and publications have shed light on the challenges faced by individuals involved in the system and have garnered public and political attention.

- **Collaboration and Partnerships:** We have fostered collaborations and partnerships with various stakeholders, including government agencies, probation services, and health providers. These partnerships have facilitated a more holistic and coordinated approach to addressing the needs of individuals in the system.
- **Promoting Rehabilitation:** We have been at the forefront of promoting rehabilitation and diversion programs as alternatives to custody. Our work has driven the growing recognition that punitive measures alone are insufficient in addressing the root causes.
- **Empowering and Inspiring Change:** By providing hope, support, and a sense of belonging to our members, we have empowered them to make positive changes in their lives. This, in turn, has inspired change within the criminal justice system and the wider community.
- **Adapting to Evolving Challenges:** Over the past three decades, we have adapted to changing political and economic challenges. We continue to evolve our programs and initiatives to address emerging issues.

However, we won't be 'celebrating' our 30th anniversary this year in the traditional sense because **our ultimate goal isn't to celebrate our existence, but to eliminate the need for it.** Our anniversary serves as a poignant reminder that our mission is not yet accomplished. It's a stark acknowledgment that the work is not over, and the journey is far from complete. The system's flaws, the enduring spectre of poverty, and the alarming prison rates still cast a long shadow. Our celebration, therefore focusses on those who've shown resilience against insurmountable odds to work on changing the system, our members, past and present.

Our Strategic Focus Areas

Diversion and prevention

We advocate 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.

Sentencing and probation

We promote good practice and take up of community sentences and a more flexible and person-centred approach to reform and recovery.

Resetting the system

We propose bold policy solutions that address the significant challenges facing the criminal justice system and the people within it. We advocate for trauma informed approaches and wider systems change.

Procedural Justice

We advocate for the fair and humane treatment of those in the revolving door and the agencies with which they interact, including the police. We focus, in particular, on minoritised communities and women.



Foreword from CEO, Pavan Dhaliwal

As we reflect on the past year, I am proud to present this Impact Report on behalf of Revolving Doors. This report stands as a testament to our unwavering commitment to creating lasting change for individuals facing the complex challenges of multiple disadvantage and their entanglement in the cycle of crisis and crime.

Our approach is simple but powerful: we harness the lived experience of those who have faced the revolving door themselves. By giving them a platform to share their insights, we bring a human face to the statistics, policies, and systems that shape their lives. These voices inform our research, policy advocacy and guide our efforts to design services that break the cycle of crisis and crime, leading to sustainable change.

Through the Changing Futures Programme, we have made a substantial impact on the lives of thousands facing multiple disadvantage. Our involvement spans from Bristol to Westminster, from Greater Manchester to Sussex, leaving no stone unturned in our mission to influence policy and empower communities. Our collaboration with organisations on the ground, local authorities and government agencies has been pivotal in reshaping the narrative around those who have long been viewed as “difficult to work with.”

The pages of this report bear witness to the breadth of our initiatives. We’ve pushed and gained traction for a socioeconomic duty in policing, championed neurodiversity awareness within the criminal justice system leading to a national plan, and promoted community-centred approaches to reform and recovery. We’ve supported the development of care after custody programs and enhanced the understanding of healthcare needs among those on probation. We’ve rallied for procedural justice, striving for fairness and empathy in every interaction, particularly for marginalised communities and women.

Our journey is not without challenges, but each

hurdle only strengthens our resolve. Our Rethink & Reset campaign has ignited a movement to rethink criminal justice reform, sparking conversations about preventative measures and the root causes of crime. Our partnerships with peer researchers and policy makers exemplify our dedication to co-production, ensuring that the lived experience voice shapes research and policy at every level.

As we navigate these uncharted waters, we extend our deepest gratitude to our members with lived experience, our partners, supporters, and the dedicated team at Revolving Doors. Together, we have created ripples of change that will shape a more equitable and compassionate future for all. Let this report be a testament to the progress we’ve made and a beacon of hope for the transformative change that lies ahead.

Thank you for joining us on this journey.

“When you love what you do, it’s not work, and I love what I get to do as a member of the lived experience team. To have an opportunity to take my past negatives and turn them into positives by utilising the lessons I learnt from my experiences whilst influencing change means the world to me. It is said, never stay where you are not wanted, appreciated, supported, and valued, and being a part of Revolving Doors leaves me feeling wanted, appreciated, supported, and valued. You can’t ask for much more than that.”



Where we work

As a national charity, we have completed policy, research and involvement work throughout England and Wales in 2022/2023.



In numbers

91

members across regional and specialist forums

Across our research, members embarked on **53** peer research missions across eight projects in 2022/23. From conducting interviews to co-analysing sessions, they've been the driving force behind national and local research, infusing projects with authenticity.

53

peer

3

Training piloted in 3 police force areas

Coproduction support to

15

areas across England

100%

of members strongly agreed or agreed that Being a Revolving Doors Lived Experience Member has made me:

feel more confident to deal with difficult situations and challenges that I face

has made me feel more confident in my abilities

has made me feel more confident to deal with difficult situations and challenges that I face

has a positive impact on my mental health and wellbeing

have learnt new skills since I have been a Revolving Doors Lived Experience Team member

has made a difference and led to positive change for people caught in the cycle of crisis and crime

As a result of becoming a Revolving Doors member, I feel more hopeful about my future

2,500

people reached through services we have supported

Since you have been a Revolving Doors Lived Experience Team member, do you think that your relationships with family and friends have changed?

Relationships with family have improved:

40%

Relationships with friends have improved:

33%

I have made new friends:

33%

Now let us take you on a journey on what we have been

Diversion and Prevention: Lived Experience at the Helm

Imagine a world where justice means addressing the roots, not just the branches. That's what we are working towards.

Pioneering RECONNECT: Beyond Bars

Meet our Lived Experience Team (LET), a powerhouse collaboration with NHS England Health and Justice. Our goal? Redefining non-custodial health services within the criminal justice system, and our focus is clear – from Liaison and Diversion to RECONNECT.

RECONNECT has huge potential, a post-custody care service for the vulnerable. Those leaving prison or immigration removal centres, who need care but struggle to access it. Our LET has been in the trenches, shaping RECONNECT from the ground up.

Our vision? Peer support front and centre, reaching those 'disconnected' from healthcare, no matter their situation. It's about opening doors, no matter how often they've knocked on them before.

Lived Experience Drives Design

Our LET are more than just advisors; they're architects of change. Two RECONNECT representatives attend board meetings, channeling LET's consensus, keeping lived experience alive in the service's DNA.

Picture this: site visits, 40 stakeholders engaged, focussed peer research, and a wealth of insights. Our LET didn't just shape RECONNECT theoretically; they dug in, testing the vision in practice, and sparking suggestions for improvement.

And the impact? It's undeniable.

"In partnership with the Lived Experience Team, our healthcare services have transformed. Their real-life insights guide us – benefiting both individuals and the organisation."

National Implementation Lead, NHS England
Health & Justice

In a world hungry for change, we're not just advocating for diversion and prevention; we're living it, rewriting justice with every step.

MEMBER CASE STUDY: N's Journey of Resilience and Transformation**

N, whose path through the criminal justice system started at a young age was marred by racism, which, in turn, led to years of grappling with homelessness, mental health challenges, and substance misuse.

A Walk Through Trauma: N's journey to healing encountered a poignant moment while walking to meet a member of the RD team. Along that very route, they relived a traumatic episode from their past. However, upon reaching their destination, a profound transformation occurred. The sight of diverse individuals from various ethnicities surrounding them brought an unexpected calm. For N it felt like stepping out of the trauma of racist abuse that had haunted that route for so long.

Empowering Others and Seeking Change: N's journey through RD took them into the realm of peer mentoring. However, they didn't stop there. N took it upon themselves to challenge trainers about the depth and effectiveness of their training programs. As they delved deeper into the training process, N also pursued training as an L&D (Liaison and Diversion) peer mentor, actively contributing to the delivery of these programs.

A Lifeline and More: When asked about the impact of working with RD on their life, N's response was nothing short of profound. They simply stated, "It's kept me alive." N's story is a testament to the resilience of the human spirit and the transformative power of trust, support, and the opportunity to make a difference.

Policing with Purpose: Tackling Socioeconomic Inequality

Our journey began in October 2021, when we published the Socioeconomic Toolkit. It's not just a report; it's a catalyst for change, sparking interest from policing across England and Wales.

From Words to Action: The Socioeconomic Duty

Imagine a world where the economic playing field is levelled up, where justice isn't just blind but compassionate. That's the promise of our Socioeconomic Duty. It's about dismantling the barriers that breed disproportionate outcomes in the criminal justice system – particularly for those in socioeconomically deprived areas.

Advocacy in Action

We didn't just launch the toolkit; we ignited a movement. Through targeted advocacy, we engaged forces and Police and Crime Commissioners (OPPCs). Northumbria Police and four Welsh police forces heeded the call.

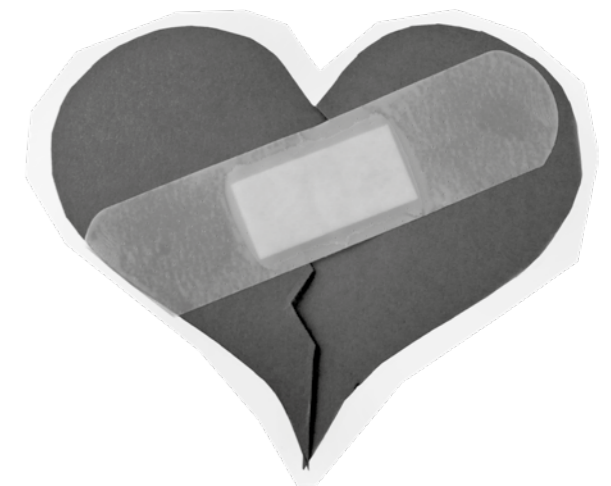
The result? Enter the Socioeconomic Duty Working Groups. Four Welsh OPCCs committed to piloting the duty, while Northumbria OPCC, under the leadership of Police and Crime Commissioner Kim McGuinness, joined the force for change.

Piloting Change, Pioneering Justice

Next year, change becomes reality. At least two forces, including Northumbria and four Welsh forces, will pilot the Socioeconomic Duty. The goal? Defy disproportionality, diverting those ensnared by poverty-related crimes away from the criminal justice system.

Imagine it: policing that doesn't just react, but uplifts. Together, we're steering policing toward a more equitable horizon.

"It gives me a voice and a platform to help feel listened to. My input feels valued, as I know it is and should be, because the same system that we're trying to change has affected me directly over the years. You can't change a system without the input of the people they make the rules up for."



Neurodiversity Illuminated: Transforming Justice

Picture this: The Revolving Doors Neurodiversity Forum, launched in October 2021, isn't just a group; it's a driving force, igniting change for those with neurodivergent conditions within the criminal justice system.

From Strength to Impact

In a year, the forum's power surged. With our neurodivergent lived experience members at the helm, policies and programs were shaped, not just discussed.

The Ministry of Justice: Listening and Acting

This isn't just talk; it's action. The forum's insights shaped the Ministry of Justice's neurodiversity action plan. But it didn't stop there – focus groups followed, sparking dialogue on effective collaboration between criminal justice agencies and neurodivergent individuals.

Result? Change. The Ministry of Justice acted on the feedback – engaging the police, enhancing judicial training, forging neurodiversity-friendly courts, and expanding neurodiversity services. The action plan committed to constant forum involvement in its evolution.

"It is critically important that all policy development is inclusive of the lived experience voice. Working on the Neurodiversity Action Plan with lived experience consultants from Revolving Doors has put a face to the policies we are developing and it has provided an increased understanding of how crucial it is to increase our offer for neurodivergent people coming through the Criminal Justice System."

Stephanie Gibb, Policy Lead for neurodiversity, Ministry of Justice

A Wave of Impact

Our stance is clear. In September 2022, our co-produced neurodiversity policy position resonated across the sector, gaining cross-sector endorsements. From Anawim and APPEAL, the Centre for Mental Health and Clinks to the Police Foundation, our message resonated.

Leading Transformation

We're not just advocates; we're architects of change. The Neurodiversity Forum isn't just influencing the health and justice realm; it's redefining it. Our collaboration with the NHS Lived Experience Team is breathing life into initiatives like RECONNECT, carving paths for neurodivergent individuals leaving prison.



CASE STUDY: Member stories D: Transforming the Court Experience for Neurodiverse Individuals

D, a remarkable individual who, after spending years in and out of the criminal justice system (CJS), joined RD as a member. D's journey with RD has been a testament to the power of lived experience in bringing about real change within the system.

Embracing a Multifaceted Role: D has immersed himself in a multitude of projects and initiatives. He's harnessed the strength of his own LE, witnessing the fruits of his labor as ideas and efforts materialise into tangible results.

Championing Neurodiversity: D is also a vital member of the neurodiversity forum, where he's actively contributed insights about how individuals with neurodiversity often find themselves entangled in the CJS due to unmet healthcare needs. Themes such as representation, safe spaces, genuine partnership, and a departure from tokenism have emerged from this forum.

D describes his involvement as "nothing short of fantastic".

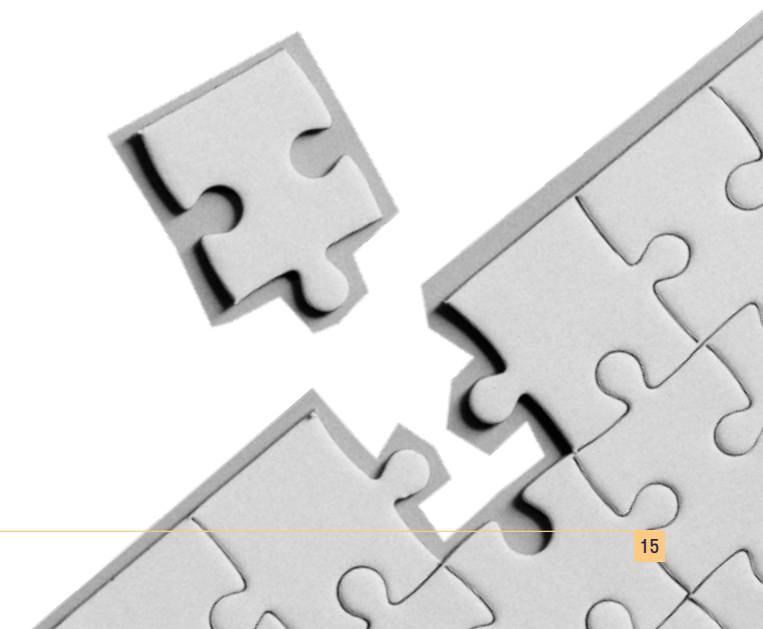
A Personal Transformation: Recently, D found himself in a unique position when he had the opportunity to witness firsthand the impact of the neurodiversity forum's work within the courts. His son, who is neurodiverse, faced a court trial, and D was there to support him every step of the way.

A Remarkable Shift: Right from the start, something incredible unfolded. The court, without making a fuss, allowed accommodations such as fidget toys, regular breaks, and check-ins. D and his son felt like integral parts of the trial, no longer outsiders looking in from a detached box.

Courts Taking Neurodiversity Seriously: What's even more remarkable is that these accommodations weren't the result of an official court assessment but rather a behind-the-scenes conversation. The courts recognised the need and swiftly put measures in place to support the defendant. This change in approach signals a profound shift in how the courts view and accommodate neurodiversity, even within the confines of a courtroom.

A Source of Pride: For D, this experience brought immense pride. As someone with lived experience, who has often disbelieved in the past, witnessing the courts automatically embrace support which he was pivotal in shaping was extraordinary.

A Path to Rehabilitation: With the right support during bail and court proceedings, this transformation has the potential for a massive impact. It can reduce reoffending rates, influence court outcomes, and ultimately help individuals turn their lives around. D's journey is a powerful testament to the ripple effect of change that starts with a single voice and gathers momentum, ultimately reshaping the entire system for the better.



Empowering Change: NECG's Impact on Co-production

Meet the National Experts Citizens Group (NECG), a dynamic collective of individuals facing multiple disadvantages, facilitated by Revolving Doors. From Autumn 2022 to April 2023, the NECG members collaborated with Policy Lab, a multidisciplinary team working across Government embarking on a mission to reshape the landscape of support for marginalised communities within Changing Futures areas.

Their journey involved intensive workshops, uniting service providers, local authorities, and civil servants. These immersive sessions sparked insightful discussions, spotlighting challenges and possibilities tied to national government backing for local services. NECG's crucial input in these workshops bore the seeds of workable solutions. Notably, their role extended to influencing the creation of six ethnographic films, capturing authentic experiences of those battling disadvantages.

Policy Lab recognized the NECG's potential as architects of change. Their collaboration resulted in a visionary strategy for managing risk in services, departing from conventional risk assessment. The NECG's innovative suggestion of strength-based capability assessments gained traction, influencing service providers, NHS England, and government departments like the Office for Health Improvement and Disparities.

This collaboration proved a two-way street of benefit. Policy Lab found NECG's lived experiences and holistic perspectives invaluable for shaping a complex project. Members united in their support, injecting optimism and empathy, fostering an environment where insights flourished. NECG's dedication earned Policy Lab's deep appreciation, underlining how their contribution was indispensable for achieving impact.

For NECG members, this journey was transformative. Working alongside civil servants, they honed their public speaking skills, delved into the inner workings of government departments, and embraced the constraints faced by service providers. Confidence soared,

and newfound understanding empowered them to champion change. One member eloquently voiced the shift: "The voice of Lived Experience is at the heart of that fight."

The NECG's story echoes the potential within co-production, where diverse voices collaborate to dismantle barriers and breathe life into change. Their journey stands as a testament to the power of lived experience and its pivotal role in driving progress for those who need it most.

"The group brought a wealth of knowledge and experience to the project and were able to take big picture perspectives as well as zooming in on their own experiences in the system - to shape a complex piece of work. All members were supportive of each other, always happy to participate, optimistic about what was possible and showed empathy for other stakeholders throughout the system. We are extremely grateful for the time, expertise and passion that the NECG members poured into the project - it wouldn't have had the same impact without them."

Policy Lab

"It's given me a wide range of understanding of how the programme is working, the way my experience and feedback can better the outcome for those suffering...I've enjoyed the professional and energetic mix of work, the confidence building it has given me, and the social skills it has helped reawaken with a group of people I'd really hope to stay in touch with. Far from tokenism - I've been included and encouraged to give feedback in between sessions which has been listened to and actioned. Most importantly it's been refreshing to realise that there are so many hardworking passionate people fighting for those who need it most and that the voice of Lived Experience is at the heart of that fight."

NECG member

Unlocking Insights: Transformative Police Training

Picture this: Integrated Offender Management (IOM), an initiative fusing police, probation, and agencies, targeting repeat offenders. A mosaic of complex needs - substance issues, homelessness - demands tailored support. However, a gap loomed in officer training, spotlighted by a 2020 thematic inspection. Revolving Doors stepped up to bridge this void with piloting the innovative IOM Lived Experience Training.

Fast forward to 2022-2023, where Revolving Doors' impact reverberates through forces like West Midlands, West Mercia, and Greater Manchester Police. A riveting two-hour session, led by three lived experience facilitators, unfurls at the course's crescendo.

The aim? Equip IOM officers with insights that penetrate the core of criminal justice involvement. They unearth the roots, build empathy, and cultivate trust. Officers walk away with a robust grasp of diverse narratives, a newfound understanding of rapport-building, and an acute sense of perspective.

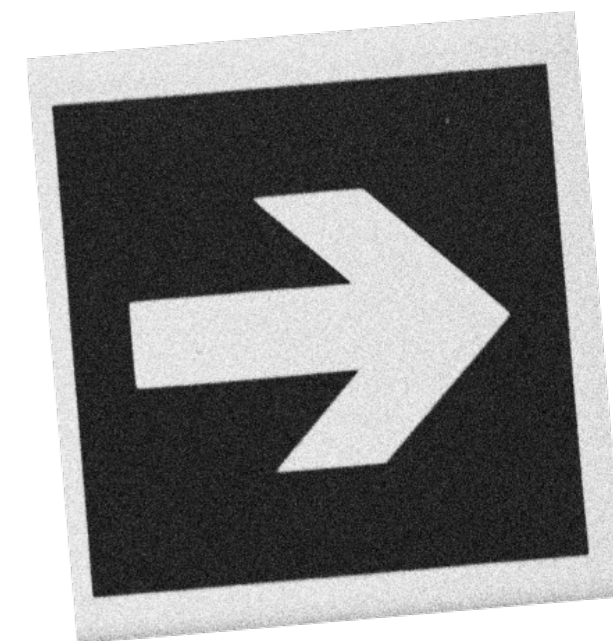
Testimonials mirror transformation. Attendees laud the session's eye-opening revelations. "An eye-opener," they exclaim, struck by the juxtaposition of lived experiences. "Powerful, important input," echoes another, recognizing the seismic shift in their outlook.

Revolving Doors' training catalyses change - shifting ingrained perceptions and fostering officer introspection. At the end of each session, a ripple of awareness courses through law enforcement. The IOM Lived Experience Training isn't just a training; it's a unique insight that forges better officers, compassionate professionals, and ultimately, a more just system.

"One of the best inputs I've been part of on any course. Very beneficial and I think a really good pointer in understanding a different perspective."

"Powerful, it changes perceptions that are ingrained in some officers. Helps us to better understand people we are trying to engage."

Feedback from officers



CASE STUDY: Member Stories**K: From Custody to Catalyst for Change**

K's remarkable journey with Revolving Doors began shortly after their time in custody. What followed was a story of transformation, challenging stereotypes, and becoming a force for change.

Training Police Officers: At the core of this transformation lay K's involvement with the IOM pilot, designed as part of police officer training. During this unique initiative, individuals with lived experience of the criminal justice system (CJS) step forward to answer questions, offering an honest account of what leads people to being picked up by the very officers in the room.

The Initial Perception: When K first entered the room, they couldn't escape the weight of judgment that seemed to hang in the air. Eyes bore into them, instantly labeling them as a "criminal." The familiar "us vs. them" dynamic, which had marked their life for so long, still loomed large.

A Profound Shift: However, as K began to share their personal story and recount the challenges they faced within the CJS, something extraordinary occurred. The attitudes of the trainees shifted, and one of them was even moved to tears. The transformation was palpable.

Beyond Sympathy to Understanding: K's mission extended far beyond eliciting sympathy. It aimed to bring awareness to the simple truth that we are all fundamentally human. Moreover, it sought to equip trainees with the skills to engage effectively with individuals who frequently encounter the CJS, those who are neurodiverse, or those in crisis. Regardless of their role as authority figures, K emphasized that people remain people at the end of the day.

Breaking Stereotypes: K had long felt judged and held anti-police sentiments. Yet, this experience revealed a different path. By working together, they discovered the potential for sustainable changes within the CJS, demolishing stereotypes along the way.

Empowerment Through Engagement: Engaging in this vital work transformed not only K's perception but also their ability to make a difference in the lives of others. Their newfound confidence surged, enabling them to contribute to this important mission in ways they had never imagined.

Bridging the Divide: Revolving Doors played a pivotal role in bridging the chasm between those ensnared in the CJS and those in positions of authority. Through RD, K and others discovered a powerful platform where their insights could challenge preconceived notions and work to foster genuine understanding.

Empowering Insights: Elevating Lived Experience in Research

Revolving Doors champions lived experience as the catalyst for transformation. Our role in various evaluation and research projects is clear: ensure that lived experience narratives infuse research design and execution.

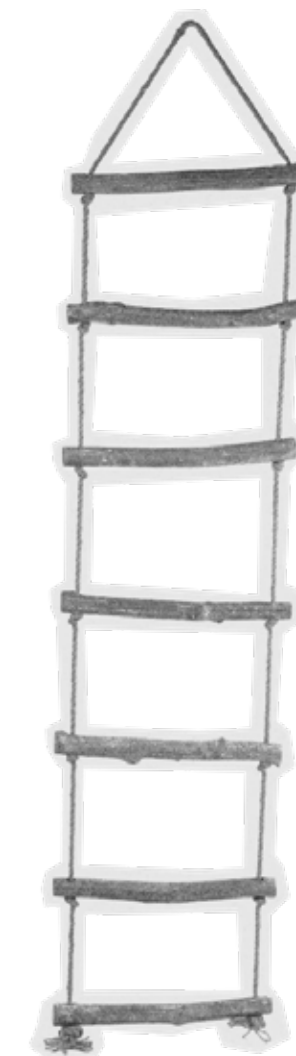
A prime example? Our collaboration with Kantar Public and the Institute for Crime & Justice Policy Research on the Place-Based Accelerator evaluation. Funded by the Home Office, this project offers a holistic approach to tackling drug misuse and related offenses. Teaming up with our Involvement Consultants, we forge accessible research materials, tailored language, and insightful guidance. The result? Interviews with beneficiaries hit the mark.

The drive doesn't stop there. In the national evaluation of Changing Futures, a ground-breaking effort to uplift those facing multiple disadvantages, we stand shoulder-to-shoulder with 15 peer researchers. Together, we shape research strands, craft project reports, and ensure findings resonate. Peer researchers prove pivotal in refining questions, easing interviewees' comfort, and highlighting pertinent insights.

Peer power takes the spotlight. Their presentation at a Changing Futures webinar leaves a resounding impact, acknowledged by the Department for Levelling up Housing and Communities (DLUHC). Their praises resonate: "They definitely stole the show!"

Stepping into the healthcare realm, our NHS England East Midlands Lived Experience Panel leads the way. Co-designing surveys that garner 500 responses and conducting focus groups with 86 participants across prisons, they assess healthcare services. The outcome? Tangible data collection, insights that matter, and outputs tailored for diverse audiences.

Revolving Doors doesn't just talk about lived experience in research; we live it. Our impact demonstrates the extraordinary value of weaving lived experience into research, yielding resonant narratives and fostering a paradigm shift in how we glean insights.



Unlocking Collaboration: Pioneering Coproduction in Changing Futures

When the National Lottery Community Fund's Fulfilling Lives Programme cast a spotlight on the value of lived experience in shaping services, its successor, Changing Futures, took it a step further – insisting on involving those who truly understand the struggles, in service design and delivery.

Embracing this vision, Revolving Doors took action. Between Summer 2021 and March 2023, we joined forces with areas across England under the Changing Futures banner. Our goal? To catalyse coproduction across operational and strategic fronts, igniting a ripple effect that could reshape entire systems.

How did we achieve this transformation? A multi-faceted approach that merged insight with action. Monthly Community of Practices brought minds together, while bespoke one-to-one support fortified areas in their journey. Buddying up facilitated peer-to-peer learning, and high-impact workshops and training sessions deepened understanding.

Spotting early on that some areas faced capacity crunches, we intervened. Enter the Lived Experience Lead framework – an empowering blueprint that demystified roles and emboldened strategic decisions. The result? An inspiring shift. Of the eight identified under-resourced areas, seven raced to augment their ranks, ramping up capacity to surmount coproduction challenges.

A stellar example emerged in Sheffield and South Tees, witnessing capacity triple from one to three members. Surrey and Essex ventured further, swapping volunteers for a dedicated full-time staff member. These triumphs underpin areas' commitment to embedding lived experience in their core – strengthening their stance and priming them for coproduction excellence.

In the Changing Futures narrative, Revolving Doors stands as the catalyst, turning lived experience into strategic advantage and seeding a culture where collaboration isn't just a buzzword – it's the driving force of transformation.



The Reth!nk&Reset Movement

November 2022 marked a turning point as Revolving Doors launched the Rethink & Reset campaign – a call to shift away from costly and ineffective approaches, this movement galvanized change agents to challenge the status quo.

Fueling this movement was a pulse-taking poll by Revolving Doors, exposing a public unnerved by surging crime amidst financial strains. Armed with a groundswell of support for preventive measures, we seized the moment to redefine criminal justice reform.

By March 2023, our coalition kept growing – activists, those who've lived it, practitioners, and thought leaders – united by a resounding cry for bold, root-cause solutions. A chorus that only grows stronger.

Together, we navigated a spectrum of topics – drug policy, school interventions, social services – and the criminalisation of poverty. With a barrage of think pieces and an imminent podcast series, we dived deep, crafting blueprints for a reimagined system.

Our clarion call echoed, igniting dialogue and inspiring others to share their tales of change. The digital sphere buzzed, igniting a 180% surge in social media engagement during our fiery two-week launch – a testament to the campaign's relevance and impact.

Yet, we're far from done. Beyond the digital realm, we consolidate our insights, solutions, and wisdom from contributors, all to culminate in a blueprint for the next Government. The mission? Illuminate policymakers with creative solutions, birthing tangible reform from our collective vision.

Revolutionising criminal justice isn't just a tagline; it's our pulse. Rethink & Reset is the drumbeat, heralding a new era where change isn't whispered – it's roared.

Revitalising Sentencing and Probation

Picture this: a world where community sentences and a personalised approach redefine justice. That's our mission.

Revolutionising Probation Healthcare

We teamed up with academic leaders for a groundbreaking research venture. Our goal? To transform the way we perceive, measure, and meet the health and social care needs of probationers. Enter peer researchers – trailblazers who shaped the project from the frontlines.

Together, we co-designed tools, cracked open focus groups, and dissected findings. The result? A powerful journal article spotlighting pandemic-born healthcare insights. But that's not all. We co-penned a chapter in a book on probation and mental health, championing the importance of lived experience insights.

“It's monumental. Lived experience is the missing puzzle piece when we talk reform and justice. Every criminal justice narrative needs this voice.”

(Lived Experience Team Member and Co-author)

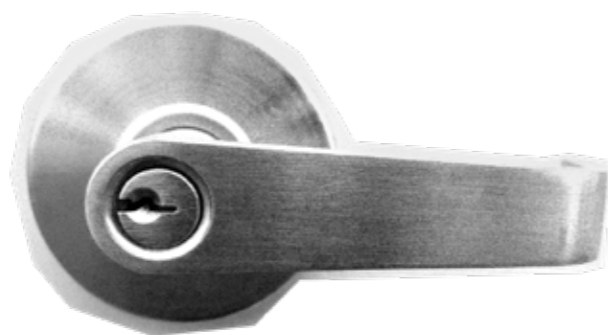
Pioneering People-Centric Support in Greater Manchester

The Greater Manchester Combined Authority (GMCA) set a bold precedent by co-commissioning an all-encompassing support system for probationers. This holistic model spans from accommodation to well-being.

Meet our lived experience task force – a dedicated crew primed to inject real-world insights into commissioning. In December 2022, we hit the ground, visiting well-being hubs, leaving no stone unturned. First impressions, referrals, support quality – you name it, we evaluated it. Result? Recommendations that sparked an overhaul, ensuring service excellence and accessibility to diverse communities.

Fast forward to 2023, our blueprint will shape the evolution and evaluation of probation support services. A systematic model with lived experience at the helm.

In a world where reform is the mantra, we're not just rethinking probation; we're reimagining it, one lived experience at a time.



Final words from our members

“Working with revolving doors has been incredible for my confidence and the changes we have made in the criminal justice system has been amazing and I am truly grateful to be part of it and getting our lived experience voices heard. All at revolving doors from the staff to the other LET members are so compassionate in what we do, it's amazing to be part of it and has really given me inspiration for the future.”

“Since joining Revolving Doors, I have come out of my shell and have gained confidence to speak out I even hosted a zoom meeting a few months ago I never could have done that before and most importantly I am helping with making a difference for other women in the criminal justice system.”

“I have really enjoyed working in setting up the reconnect service with NHS health and justice team, I feel we have had a huge impact on this, and they really listened to our ideas, and they have been implemented into the service. I think the service will be life changing for a lot of people.”

“What I see as important in my involvement is having the opportunity to have an impact on the decision and policy makers on what takes place in the criminal justice system. As the work is varied as much as it is, from working with organisations such as The Probation Service, NHS Health in Justice, the Ministry of Justice, HMPPS and others, each separate involvement comes with it the chance to have an impact and influence the way people think when making decisions, drawing up policies or creating reports.”

revolving ↻



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