



Background information

Revolving Doors Agency (<http://www.revolving-doors.org.uk/>) is a national charity that aims to change the lives of people in, or entering, the revolving door cycle of crisis and crime. We bring independent research, policy expertise and lived experience together to work towards a smarter criminal justice system that makes the revolving door avoidable and escapable. We work alongside policymakers, commissioners, local decision-makers, and frontline professionals to share evidence, demonstrate effective solutions, and change policy. We embed the involvement of people with lived experience in all of our work, including through peer research, interviews, lived experience teams and regional forums based in London, Birmingham, and Manchester – and we support other organisations to do the same.

The offer under Enhance

We offer coproduction training and consultancy. Over the last few years Revolving Doors has provided a similar offer to 80 services across England. (We can also work with charities in Wales as needed.) We have supported organisations across the social justice sectors, working with people from a wide range of backgrounds, and from national charities to small and local community-based organisations to look at how they go beyond tokenistic or ad hoc approaches to “service user involvement” to develop and embed a culture of coproduction in which they strategically and systematically involve their users in the design, delivery and development of their services. Our approach supports organisations to develop an understanding of the theory and principles of coproduction and, more importantly, to learn how to embed these into their own organisation at a pace, style and form that works for them. We work flexibly and creatively, adapting to each organisation’s context and needs. Our Enhance offer takes a modular approach, enabling charities to access a range of relevant workshops and support.

We would expect most charities that are relatively new to coproduction to require a series of 1-3 introductory workshops, with activities to be carried out in between. Charities that are already confident in the foundations of coproduction may want support to take coproduction further into specific functions of their work, for example, to build a coproduced approach to policy and campaigning, or to coproduce research. These modules can be offered as stand-alone workshops or as extensions to the introductory package – see modules 2 and 3 below.

Stage 1 - Diagnostic call

Revolving Doors will undertake the initial diagnostic visit (or call/video call if more convenient/appropriate), and complete an assessment. This will enable Revolving Doors to sense-check organisational buy-in and capacity for independent work, and gauge where on their involvement/coproduction journey the charity is, and the opportunities or challenges there are to progressing this journey, notably any “quick wins” to build momentum. Following the diagnostic a package will be proposed, which will be agreed the charity, which will either close the support package (if not appropriate for the charity at this time) or move to Stage 2 - and confirming support to be provided.

Stage 2

Module 1. Implementing a co-production approach (4-6 days)

We know from experience that supporting organisations to develop coproduction in their work requires an inclusive, workshop-based approach that involves staff from across relevant parts of the organisation and at different levels within it – notably including senior leaders – alongside volunteers (if relevant) and service users. (We find that organisations generally appreciate an initial staff-only workshop to have a safe space to talk through barriers.)

We would tailor a series of up to 3 workshops, delivered by a member of our Involvement Team.¹ Workshops will be interactive and engaging, using a range of styles and approaches to ensure everyone feels comfortable participating. Where there are additional needs, we will do our best to accommodate them. Between the workshops, the core team will be tasked with a series of activities to consult wider staff and service users, building engagement and ownership, and moving the organisation forward from a theoretical understanding of coproduction, to developing and communicating a bespoke organisational vision and plan.

All workshops can be adapted for remote delivery, should it not be possible to deliver face-to-face support. Revolving Doors has adapted its own lived experience coproduction activities and consultancy to remote delivery since the start of the Covid-19 lockdown. If delivered remotely, workshop content would be broken up into a series of shorter sessions.

Typical outcomes we would seek to meet through this process would be:

- Organisational buy-in to a coproduction approach.
- A shared understanding of the theory and principles of coproduction.
- Understanding of the practical application of coproduction within the organisation.
- The creation of an effective plan for implementing and maintaining coproduction.

Example of package of support for organisation right at the start of a coproduction journey

Workshop One: Concepts. Participants are introduced to the principles and theory of coproduction through practical examples and case study reviews of coproduction of services. We will review barriers – both real and perceived – introduce the concepts of culture change and think about who needs to be engaged, and in what way, with coproduction to make it work. The session would bring everyone to a similar level of understanding in preparation for the second workshop. *(One day)*

Workshop Two: Vision. Focused on creative thinking and ideas – in this session nothing is off the table, and all ideas are valid. By exploring both the vision and the practical application of coproduction principles within the context of the organisation, we would start to identify the best ways for coproduction to be developed, implemented, and embedded. *(One day)*

Workshop Three: Planning. The third workshop would deliver a more practical set of outcomes and be focused on the development of a delivery plan for the organisation to start to bring coproduction to life. Using a simple framework, we will support the participants to develop the start of a realistic and deliverable plan to make this happen. *(One day)*

Reporting Back. We recommend a practical and engaging reporting back method, by which the workshop participants create their own report in the form of a PowerPoint presentation setting out their vision and plan for a coproduced organisation. This report can then be adapted and shared with trustees, staff, volunteers, and service users across their organisation. This method

¹ Where relevant, for example, for a criminal justice sector organisation, we could additionally offer co-facilitation of this initial workshop by one of our trained lived experience members. (All co-facilitators have completed an OCN-accredited facilitation skills course.)

not only allows participants to share their learning directly, but enables questions to be asked, and for the project to feel 'live' and minimise the risk that implementation is not carried out.

Revolving Doors would check in between workshops to review progress and to support the creation and delivery of this report-back method. We can also be available to attend a report-back session to provide additional context if required, plus a final debrief with the core team after that session. *(Up to two days review and support; optional half-day report-back and half-day final debrief)*

Example timeframe

We would expect the full Module 1 with 3 workshops to take 3-4 months to complete, i.e. a relatively short and focused timeframe that can build and maintain momentum to complete the various activities, but that gives core staff enough time between the workshops to engage wider staff and the people that they work with. Revolving Doors will provide check-in support between workshops to review progress.

Module 2. Coproducing policy and campaigns (1-day introductory workshop)

Module 3. Coproduction as part of research and evaluation (1-day introductory workshop)

Revolving Doors can offer further support on how to use the tools and methods of coproduction to develop, design and deliver:

- Policy-based work and campaigns effectively alongside service users or beneficiaries, and/or
- Research or evaluation projects, including an introduction to peer research and its application across the research process, from design through to analysis and dissemination of findings. (Full level 2 OCN-accredited peer research training could also be provided as a separate offer – 6 days for 2 days of training delivered by 2 researchers, plus tailoring of course content and assessment.)

NB – This is not currently part of the Enhance offer but for charities which are more advanced in influencing which may be interested they will need to discuss with their Regional Manager.

These modules could either be delivered as part of an extension to other support or as stand-alone workshops, and would be delivered in collaboration with members of Revolving Doors' policy and research teams. The focus would depend on the level of pre-existing lived experience involvement in either policy and campaigns or research and evaluation.

When might the Partner be the most appropriate solution for the charity?

There is no typical charity: Revolving Doors has worked with organisations with little knowledge or experience of coproduction, but that want to better involve their beneficiaries in governance, design and delivery of services, as well as organisations that have a developed understanding, strong organisational commitment and that are looking for support with a particular aspect of their approach to coproduction. As an example of that more specific support, in the last year we have facilitated coproduced service design processes for organisations grappling with particular challenges – in one case, "How do you create a service for people who don't use services". We also work with organisations across the full range of social sectors. However, for this to be the "right" referral for the charity there must be senior-level buy-in to the value and merits of coproduction, and a commitment to assign staff time and resources to developing and implementing a coproduction approach.

Depending on the charity's desired focus for support, our offer could support them to meet a number of the Enhance outcomes, most notably stronger governance, skilled staff and volunteers, clear strategy and planning, effective services, and robust systems and processes.

Input needed from the charity:

The amount of time between workshops will depend on the charity's objectives and what they want to get out of the Enhance offer. Some participants may do very little outside of the face-to-face time, but for the core group and for Module 1, as a rule of thumb, each member should allocate a half-day between each workshop. If senior management designates a coproduction lead, he or she could expect to do more.