

THE REVOLVING DOORS AGENCY

England & Wales · Charity number 1030846

Details

Other names R D A, REVOLVING DOORS

Status Registered

Legal form Charitable company

Company number [02845452](#)

Registered 1993-12-22

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: THE RELIEF OF PERSONS WHO ARE OR APPEAR TO BE MENTALLY DISORDERED
HEREINAFTER REFERRED TO AS THE BENEFICIARIES AND IN PARTICULAR THOSE BENEFICIARIES
WHO ARE WITHOUT HOUSING ACCOMODATION SUITABLE TO THEIR NEEDS BY ONE OR MORE OF
THE FOLLOWING WAYS: 1. THROUGH WORKING WITH THE POLICE COURTS AND SOCIAL
PROVIDERS THEREBY INCREASING THE NUMBER OF BENEFICIARIES DIVERTED FROM THE
CRIMINAL JUSTICE SYSTEM 2. ADVANCING THE ADMINISTRATION OF JUSTICE BY THE PROVISION
OF ASSISTANCE IN THE PROVISION OF A SUPPORT SERVICE FOR THE BENEFICIARIES IN POLICE
STATION AND THE COURTS 3. IMPROVING THE WAY HOUSING ACCOMMODATION HEALTH CARE
AND SOCIAL SUPPORT FACILITIES ARE ASSESSED ORGANISED AND DELIVERED 4. UNDERTAKING
RESEARCH INTO THE NEEDS OF THE BENEFICIARIES AND THE EXISTING PROVISION OF THE
SERVICES AND THE DISSEMINATION OF THE USEFUL RESULT OF SUCH RESEARCHMENTAL
DISORDER IN THESE OBJECTS SHALL MEAN MENTAL ILLNESS LEARNING DISABILITY
PERSONALITY DISORDER OF THE MIND AND MENTALLY DISORDERED IN THE ABOVE OBJECTS
SHALL BE CONSTRUED ACCORDINGLY.

Activities: Revolving Doors is a charity working across England to change systems and improve services for people with multiple problems including poor mental health who are in contact with the criminal justice system. Our vision - by 2025 there is an end to the revolving door of crisis and crime, when revolvers are supported to reach their potential, with fewer victims and safer communities as a result.

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** General Charitable Purposes, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Other Charitable Purposes
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,131,125	£1,120,942	£679,208	12
2024-03-31	£801,397	£1,002,229	£669,025	13
2023-03-31	£976,665	£979,001	£869,857	14
2022-03-31	£1,107,538	£867,966	£872,193	14
2021-03-31	£1,041,635	£848,762	£632,621	12

Trustees

Name	Role	Appointed
Sarah Payne	Chair	2019-11-26
Ben Hughes		2025-10-29
Carrie Peters		2025-10-29
Christopher Beal		2019-06-11
Emma Sweet		2023-07-26
Julie Muir		2025-10-29
Karen Duke		2024-10-30
Karris Graham-Moore		2023-07-26
Kerrin Wilson		2025-10-29
Othnielle Blake		2023-07-26
Ravinderjit Kaur Bria		2025-10-29
Robert Hartwell Street		2019-04-30

Accounts



The Revolving Doors Agency

Annual report and financial statements

🕒 For the year ending 31 March 2025

Company number 2845452

Charity number 1030846

Registered office and operational address:

South Bank Technopark
90 London Road
London
SE1 6LN

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

K Ager (resigned 30 January 2025)	
C Beal	Treasurer
O Blake	
C Hedderman (resigned 30 October 2024)	
K Graham-Moore	
J Johnson (resigned 1 July 2024)	
S Payne CBE	Chair
M Rutherford (resigned 30 July 2025)	
P Sethi (resigned 19 February 2025)	
R Street	
E Sweet	
T Webb OBE (resigned 30 July 2025)	
K Duke (appointed 30 October 2024)	

Principal staff

Pavan Dhaliwal
Katy Savage
Andy Williams

Chief Executive
Director of Partnerships and Operations
Director of Involvement

Bankers

Co-operative Bank Plc.
Balloon Street
Kingshill
Manchester
M60 4EP

CAF Bank Ltd
West Malling
Kent
ME19 4TA

Virgin Money 1
Jubilee House
Gosforth
Newcastle Upon Tyne
NE3 4PL

Triodos Bank UK Ltd
Deanery Road
Bristol
BS1 5AS

Solicitors

Bates Wells LLP
10 Queen Street Place
London, EC4R 1BE

Russell-Cooke LLP
8 Bedford Row
London
WC1R 4BX

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
110 Golden Lane
London,
EC1Y 0TG

Message from the Chair of Trustees

Dear Friends and Supporters,

This year has been one of both challenge and progress for Revolving Doors. We have continued to place the voices of people with lived experience at the centre of our work, ensuring that national and local reforms are shaped by those who know the system first-hand.

A central milestone was the launch of **Beyond the Cycle**, our call to the new government to move away from short-term responses and towards sustainable solutions. Through 26 forums across the year, plus numerous roundtables and events, our members informed policymakers on diversion, sentencing, probation, recall and remand, and electronic monitoring. Their contributions have influenced the Sentencing Review panel, the Sentencing Council and HM Prison and Probation Service, and helped secure recognition of the harm caused by short sentences, alongside greater investment in community-based responses.

Another milestone was the final year of our national Lived Experience Team for NHS England. For the last decade, our members have fundamentally shaped health and justice services, from successfully advocating for peer support in liaison and diversion, to ensuring that RECONNECT works with and for those prison leavers who are furthest away from health services.

In Greater Manchester, our probation lived experience team completed an important phase of work influencing the commissioning and monitoring of the first generation of integrated resettlement services, laying the groundwork for an exciting new project to start in 2025/26 to coproduce a whole system approach to diversion for the revolving door cohort. For the staff team and our member community this is *the* golden opportunity that we have all worked for – the first time that we get to work across the whole system to truly shift the dial for people in the revolving door.

We've also produced groundbreaking research, from beginning a project with Newton and Xantura to truly get under the skin of the revolving door cohort and put robust numbers and costs to the group for the first time ever, to our new peer consultation model, coproduced with members, for the Office for Health Improvement and Disparities (OHID) to connect policy makers to real-time insight from people using drugs and not accessing services.

Alongside influencing policy and practice, we invested in the development of our members through the Revolving Doors Academy. This has created clear pathways for progression, with members moving into facilitation, training, mentoring and leadership roles. Our new five-year strategy, which we will launch later in 2025, has a very different look, feel and focus as a result of their close involvement at each and every stage of its development.

Although the financial climate has continued to be demanding, income rose on 2023/24, placing us in as strong a position as possible to weather the ongoing financial storm. This is more important than ever: the knowledge that next year will be the final year of Changing

Futures and the announcement in the Spring of the abolition of NHS England both add significantly to the funding challenge. Across multiple contracts, they have both underpinned our social enterprise and resulted in some of our most impactful work.

Despite these pressures, Revolving Doors remains in a strong position to carry forward its mission. Our forums, research and policy work continue to show that change is possible when people with lived experience and decision-makers work together. And that opportunity for change has never been stronger.

On behalf of the Board, I would like to thank our members, staff, associates, funders and partners for their commitment over the past year. Together, we have laid important foundations for the next phase of our work.

Sarah Payne CBE

Chair of Trustees

Revolving Doors

The trustees present their report and audited accounts for the year ended 31 March 2025.

The accounts have been prepared in accordance with the accounting policies set out in Note 1 and comply with the charity's memorandum and articles of association, the Charities Act 2011, the Companies Act 2006, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard application in the UK and Republic of Ireland (FRS 102).

Our mission, vision and values

Our mission is to break the cycle of crisis and crime. We achieve this through championing 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 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 and 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'. To fulfil our ambition, we work to drive systems change in criminal justice and related sectors.

Our work is underpinned by the following values:

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

This year we are continuing to report under our 2022-2024 strategic plan, coproduced by staff, trustees and our members, which sets out five focus areas:

- **Diversion and prevention:** advocating for solutions that lie primarily outside the criminal justice system and that address the root causes of offending behaviours.
- **Sentencing and probation:** promoting good practice and take up of community sentences and a more flexible and person-centred approach to reform and recovery.
- **Resetting the system:** proposing bold policy solutions that address the significant challenges facing the criminal justice system and the people within it. This includes advocating for trauma-informed approaches and wider systems change.
- **Procedural justice:** advocating for the fair and humane treatment of those in the revolving door, particularly minoritised communities and women, and the agencies with which they interact.
- **Organisational resilience:** strengthening our charity in accordance with our value of being built on sound governance, finance and people.

We have coproduced a new five-year strategic plan over the course of this year, to be launched in August 2025.

Key achievements

Diversion and prevention

Beyond the Cycle: influencing a new approach to the revolving door

Cross-cutting all our strategic priorities, in July, we launched **Beyond the Cycle**, a call to the new government to move away from short-termism, from systems that manage crisis rather than preventing it, and toward sustainable solutions rooted in lived experience. The principles underpinning that call to action were developed with our members through the previous years' thematic forums. This included a call for a national diversion strategy, with a particular focus on police-led pre-arrest diversion. This year, through 26 forum sessions, attended by national and local decision makers, we started turning those principles into tangible practice.

Our members also shaped a range of other ongoing national and regional reforms:

- The West Midlands forum contributed to regional policing priorities for the West Midlands Police and Crime Commissioner.
- In-person session with Children's Commissioner, Dame Rachel DeSouza, where our care-experienced members gave their thoughts on what systemic changes are needed in the care system and why care should be added to the list of protected characteristics. Dame DeSouza was impressed by the insights of our members.
- Two members spoke at a drug sector and retailers' event, which we co-chaired at the Home Office, bringing together senior officials from three government departments, the National Police Chief's Council, HM Prison and Probation Service (HMPPS), national retailers and retail consortia, regional commissioners and drug treatment providers, in response to the rise in shoplifting. Their contribution helped build understanding of the root causes of shoplifting by the revolving door cohort and that solutions are outside of the justice system.
- Two members presented at the Local Government Association conference about how councils can support the move from punishment to early and meaningful support.
- Continuing our partnership with the universities of Leeds and York through the Vulnerability & Policing Futures Research Centre, three members presented on their experience of county lines and how to address exploitation in county lines at the [Centre's annual conference](#).

"We all have previous experience of being involved in county lines and it's important for us to show how well we're doing with the right support. We're only suggesting what we had and what worked for us, but there is hope for everyone. We don't need to be the exception." Member reflecting on the county lines presentation

Embedding the learning from New Generation Policing

Although our major New Generation Policing project finished the previous year, we had support from Barrow Cadbury Trust to continue to embed the **learning about what works to improve policing approaches to meet the distinct needs of young adults**.

The insights gained from the New Generation Policing project have provided a robust foundation for advocating a distinct approach for young adults. This year our connections within the Police and Crime Commissioner (PCC) cohort and with the new government more widely have allowed us to cascade the learning and influence future work. In the wake of the PCC elections, we released a [guide to the revolving door for PCCs](#), which highlighted young adult-specific responses. We made the most of the opportunity and our relationships to make real headway with the new government nationally, aligned with their commitment to youth diversion and prevention, and in several police force areas, notably Greater Manchester.

Cutting edge research: building the case for change

With **support from Newton Foundation, and in partnership with Newton, a strategic consultancy and Xantura, a data and technology company**, we began a project that has long been on our wishlist – to truly get under the skin of the revolving door cohort: what their lives look like, the patterns that drive their interactions with the justice system and other services, and what enables meaningful change. We led the qualitative work, interviewing 20 of our members to map their journeys from childhood to the present day. And working with Newton and Xantura enabled us to bring cutting-edge data analytics to the project to put numbers and costs to the revolving door. For the first time **we can show the scale and impact of our revolving doors group and build a powerful case for change**. Alongside the research, we brought together a steering group with membership from across government and Greater Manchester Combined Authority. As a result, the research has had impact even before it's been published, supporting Greater Manchester to build its business case for a whole system approach to the revolving door. We will launch the report next year.

We also delivered a project for the VISION consortium with academics from City University and the University of Central Lancashire. **VISION is a five-year £7m research programme to improve how data on violence is collected and used**, to develop solutions to reduce repeat patterns of violence and reduce the harm caused by violence. The project is using large scale police data to add to the evidence base around complex and repeat experiences of violence across a lifecourse, as both victims and offenders. This exciting work has **brought real world experiences into the world of quantitative academic research** – something that the academics involved have described as “groundbreaking”. We brought together a coproduction research group to work with the academics over a series of workshops to work through research ideas and questions, and check, challenge and contextualise emerging findings. The diverse group of members involved have brought both their lived experience and a real interest in research.

Coproducing health and justice commissioning

This was the final year of **NHS England's National Health & Justice Lived Experience Team (LET)**. NHS England first commissioned a lived experience team from us to support the governance of liaison and diversion (L&D) in early 2015, so this marked a decade of the LET – a huge milestone. Since then, the LET has achieved considerable impact and expanded its remit to cover all non-custodial services and, for the last two years, the full justice pathway. We have continued our strategic focus on the three non-custodial services: L&D, Mental Health Treatment Requirements (MHTRs) and RECONNECT, the service to

improve continuity of care of people leaving prison. Our partner, ABL Health, has delivered the work in custodial settings.

Our priorities over the last year were to **influence the Mental Health Pathway Review, support the implementation of MHTRs, and complete our service monitoring work around RECONNECT**, investigating how the reality reflects the LET's original vision for the service.

Diversion is central to the Mental Health Pathway Review, making it a clear priority for the LET. LET members attended workshops to identify gaps in the current pathway and create the new pathway. They also created a set of principles to frame the review workshops. These principles – diversion, an emphasis on dual diagnosis, and the need for joined-up data, peer support and lived experience, and trauma-informed approaches – were included by NHS England in the introduction to the review, therefore ensuring that lived experience set the overarching framework.

Work around the MHTR rollout included strategic engagement with policy leads to improve magistrate and probation officer awareness of MHTRs, plus targeted work in two areas to improve their engagement levels. The LET also presented at the Magistrates Association conference, emphasising the impact of MHTRs and harm of short custodial sentences.

Early in the year we submitted our report on visits to RECONNECT services. This concluded a consistent thread of influence beginning with the LET creating their vision for the new service in 2019, visiting services to explore how this vision had been implemented and making recommendations (2022/23) and further visits to understand how these recommendations had been applied (2023/24). Through this work, the LET has uncovered some excellent practice in employing people with lived experience, albeit a degree of inconsistency across the country, as well as a number of challenges, most significantly how to set boundaries around the service in a context of inaccessible and over-subscribed social care and housing services. The LET celebrated the conclusion of this work, presenting at and co-facilitating an event to mark full national roll out of RECONNECT.

Finally, we delivered a piece of work to help NHS England better understand, and address, why some people do not engage with the L&D service.

We also continued to deliver work regionally for NHS England in the South East and South West.

In the South East, our work has followed on from our previous contract, delivering lived experience input into the recommissioning of their L&D and RECONNECT services, to **deliver lived experience input into the next stage of the commissioning cycle – monitoring and assurance**. The South East LET has completed visits to all of Kent and Surrey's non-custodial services, investigating how lived experience is integrated into service development and delivery, the services' approach to diversity and inclusion, how well services work with the revolving door cohort, and how health and justice services connect into and work with wider community services.

In the South West, our coproduction panel was heavily involved in all aspects of **the commissioning of an integrated non-custodial service**, bringing together L&D, primary MHTRs and RECONNECT. Members co-wrote the specification and questions that related to lived experience, evaluated all the written bids and in-person presentations, and have worked with commissioners to set targets and KPIs for the new services, influencing the language and metrics, especially around individual client outcomes. In March 2025 the coproduction panel co-facilitated the new integrated non-custodial service launch event, alongside the commissioners, attended by over 120 people involved in delivery of the services across the South West.

Sentencing and probation

Beyond the Cycle: influencing sentencing and probation reform

Through our forums and bespoke consultations this year we have begun to achieve systemic change across four key areas highlighted by our members in *Beyond the Cycle*:

- Sentencing reform
- Ending short custodial sentences
- Peer support for engagement and recovery
- Spotlighting remand and recall.

In *Beyond the Cycle*, our community called for sentencing to be smarter, fairer and more trauma-informed. **Sentencing reform** is critical to addressing systemic injustice. We reported last year that our forums responded to two major Sentencing Council consultations. We have seen the impact this year.

Through detailed member testimony:

- We secured changes recognising that **remorse** can present differently across cultures, neurodiversities and trauma histories, ending the assumption that “emotionless” defendants are less deserving of compassion.
- We strengthened the understanding that **deprived backgrounds** must be treated as relevant context, not ignored as “background noise”.
- We influenced the push to ensure **pre-sentence reports** are completed before sentencing for groups that have disproportionately worse outcomes, especially ethnically minoritised people, women and young adults.

Although the final guidelines await formal enactment, the Sentencing Council explicitly credited our members’ contributions, which they heard first hand – a first for their representatives. Jessie Stanbrook, Policy Lead, described our engagement as “**setting a new standard for consultation responses.**”

Ending short prison sentences, a key demand of our members since 2018, moved from political aspiration to policy planning this year. Forum members’ insights brought the human cost of short sentences into sharp focus for decision-makers:

- Testimonies of lost homes, jobs, treatment opportunities and family ties after short sentences were central to the Sentencing Review panel’s deliberations.



- Martin Jones, Chief Inspector of Probation, praised our members' evidence, calling it **"the most thoughtful and solution-focused engagement"** received during the review.
- The Sentencing Review, published in May 2025, has **recommended an end to short sentences in all but exceptional cases, investment in community sentence treatment requirements, and a greater role for deferred sentences and pre-sentence reports** – all key asks from our *Beyond the Cycle* framework.

As one member said: **"A 30-day prison sentence costs you 10 years of rebuilding your life."**

Peer support was a core solution proposed by our members in *Beyond the Cycle*, recognising the unique role people with lived experience play in resettlement and rehabilitation. In July 2024, following engagement with the evidence from our forums, the Prisons and Probation Minister committed to developing a **national framework for peer support across HM Prison and Probation Service (HMPPS)**.

- Members shared models of peer mentoring that had sustained recovery and reduced reoffending.
- Three members spoke at our peer support roundtable at the Ministry of Justice, chaired by Andy Slaughter MP and attended by MPs, probation directors and a Police and Crime Commissioner.
- Members took part in workshops with HMPPS to codesign the new national framework.
- Laura Emmerson, Strategic Lead at HMPPS, stated that forum insights **"shifted the entire internal narrative on the importance of lived experience leadership inside prisons."**

This is a major step toward a justice system built not on control, but on community and hope.

Beyond the Cycle called for a **fundamental rethink of how we use recall and remand** – the hidden engine of prison expansion. In June 2024:

- National forums dedicated two sessions to gathering frontline evidence on the injustices of recall practices.
- Member testimonies informed the Justice Select Committee's developing workstreams.
- We established a cross-sector working group with Catch 22 and Switchback, putting recall and remand onto the political agenda in a way not seen in a decade.

As one forum participant put it: **"Recall is like the system holding a trapdoor open under your feet."**

Forum voices also shaped several other major national reforms:

- We hosted a series of forums for **HMPPS on electronic monitoring** to inform their thinking and policy.

- We delivered a forum for **HM Courts and Tribunals Service**, attended by their User Inclusion Design Lead on “**special measures**” in court.

Seven members wrote articles or blogs about their experiences. Four members were published externally, including an [article on Mental Health Treatment Requirements](#) for the Magistrates Association and a [book chapter on peer support work](#).

Coproducing commissioning for probation support services

Our **Greater Manchester Probation Lived Experience Team completed its support for the first phase of design, development and procurement of integrated rehabilitative services (IRS)** for probation. People with lived experience have been involved at every stage of the commissioning cycle and trained as peer researchers to monitor services. At the start of the year we delivered a session for Greater Manchester commissioners to present reports from the final two rounds of service monitoring (accommodation, and dependency and recovery services), plus cross-cutting themes from all seven commissioned services. These include the impact of too many referrals, bureaucratic barriers to good support work and subsequent engagement, the need for more peer support, support for women outside of women’s services, and the impact of the environment a service is delivered in.

Since the project was completed, we’ve continued to engage with Greater Manchester to support them in making a business case for a “whole system” lived experience team. The team will work with them to coproduce a radical new approach to the revolving door cohort, which they have identified as a priority cohort. This will include feeding our IRS recommendations into the design of the next generation of services (now planned for 2027, so that learning from the whole system approach informs the re-design). The team will also explore access and referrals into IRS at different points in the system (rather than just post-release), with the idea that IRS is a key part of the diversion service offer.

Building evidence for what works in sentencing and probation practice

Through our commissioned research we have continued to investigate the policy and practice issues that prevent the revolving door group from engaging with courts and probation, and to share and promote good practice.

We continued two major research projects, both of which have picked up on the theme of engagement which came out strongly in our work with probation in Greater Manchester: for Ministry of Justice, the **process evaluation of the national Intensive Supervision Courts (ISC) pilot programme**, in partnership with CFE Research; and, for the Mayor’s Office for Policing and Crime (MOPAC) in London, we completed **qualitative research to investigate engagement and disengagement of women and girls with the London women’s criminal justice pathway**.

Intensive Supervision Courts take a problem-approach to diverting offenders with complex needs away from short custodial sentences and into community sentences that aim to address the root causes driving their offending. They are therefore potentially a significant intervention for our revolving door cohort. The Ministry of Justice published our [interim ISC evaluation report](#) in January 2025. The report focused on the early implementation of ISCs, highlighting early successes and lessons learned to inform ongoing delivery. The research

team observed sentencing and hearings and spoke to 50 people across the initial three pilot sites for the interim report – judges, court staff, police and probation staff, those delivering interventions and people sentenced under the ISC. The team also largely completed fieldwork for the final waves of research across all four pilot sites, targeting over 100 staff interviews and over 60 ISC participant interviews. The final report is due to be published later in 2025.

Finally, in March 2025 we began an **evaluation of the Mental Health Treatment Requirement (MHTR) service in Wales** for HMPPS, building on our extensive knowledge of the English MHTR roll-out.

Resetting the system

We have continued to support and enable coproduction across all aspects of the Government's £91.8 million Changing Futures programme for people facing multiple disadvantage in three ways: **influencing national policy makers** through the National Expert Citizens Group (NECG), **supporting the 15 local area partnership to develop their coproduction approach** to drive their systems change ambitions through the national support contract, and **ensuring that the national evaluation is coproduced by people with lived experience**.

The NECG: modelling coproduction at the highest levels

“Government and lived experience is like chemistry – you’ve got to mix the two and you need both to get the right result.” NECG member

The NECG, the National Lottery Community Fund (NLCF) funded national lived experience group for people facing multiple disadvantage, has continued to work closely with the Ministry of Housing, Communities and Local Government (MHCLG) Changing Futures policy team to both support and challenge their planning around future approaches to multiple disadvantage post-Changing Futures. The NECG also supported MHCLG to develop and recruit for a “mutual mentoring” scheme, pairing civil servants and people with lived experience to support each other's learning and progression.

Through its annual cycle of meetings, the NECG has focused on uncovering and showcasing good practice for each of its four strategic priority areas across the Changing Futures areas: dual diagnosis, the justice system, housing and homelessness, and diversity and neurodiversity.

In addition to the quarterly cycle of thematic meetings, the team has coproduced a podcast series, “Weaving the web” (released in April 2025), interviewing the people behind solutions in each of these areas, and report, [Exploring solutions to multiple disadvantage](#). The report was launched at the NECG's in-person event in March 2025, attended by over 75 people. There was a strong lived experience presence and good representation from across government, including MHCLG, HMPPS, the Department for Work and Pensions and the Office for Health Improvement and Disparities (OHID).

NECG members have presented at a number of conferences and events to advocated for the NECG's priorities, and showcase coproduction and NECG's approach to it. This has

included a European conference on inclusive approaches to employment support in Brussels, and an NHS Co-occurring Needs Summit, presenting the NECG's recommendations to fix the "dual diagnosis" barrier.

Alongside the core contract delivery related to Changing Futures, the NECG has led on several other major influencing opportunities, aligned to their strategic priorities.

We delivered a project for the MHCLG homelessness policy team to ensure people with lived experience inform the **development of the new cross-Government homelessness strategy** (to be published later in 2025). Partnering with Groundswell and Justlife Foundation, a core group of NECG members planned and co-facilitated four forums focused on prevention, stigma and discrimination in housing, transitions, and experiences of the homelessness system and temporary accommodation. The final forum was held in person at MHCLG and attended by the Minister for Homelessness. We consulted with an incredibly diverse group of over 30 people, with strong representation from groups that tend to be under-represented in official homelessness statistics, especially women and people from racially minoritised groups. As a result of the strong female voice throughout the forums, the interplay between domestic violence and homelessness was a clear recurring theme.

Since August 2024, the NECG has been working with the Government to provide **lived experience insight into implementation of the drug strategy**. We hit the ground running, delivering a webinar on coproduction and producing a toolkit for the Combatting Drugs Units, and delivering three workshops with young people to inform a new framework for service design, all in the first three months. But the real priority has been providing decision makers with access to the views of people that are seldom heard by services, let alone central government policy makers.

We supported a sub-group of NECG members to coproduce and deliver a powerful new community consultation model. **The group has reached into their local communities and reported the views of over 70 people in active addiction, unable to engage with services.** They've reported back through a series of "50:50 sessions" with the OHID policy team. This has brought the policy makers a depth and breadth of real-time insight around themes including women's experiences, the importance of connection in services – that relationships *are* the intervention – and experiences of newer substitute medication for opioid use, notably Buvidal, fundamentally influencing their understanding of the reality of how services operate.

"It's not about reaching out, it's more about us reaching in. It's about us putting ourselves in the places where the people are." NECG drugs strategy group member

Separately, we've delivered a complementary piece of research for the **Home Office and OHID, in partnership with Verian, to investigate engagement with drug treatment in five of the Project ADDER areas**. ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) was a whole-system response to problem drug use, testing innovative new approaches in 13 areas across England and Wales. Peer research, drawing on the wider NECG network, was critical to delivering the research in the short timeframe we were given. Thanks to the peers' local knowledge and ability to engage people we reached our interview targets, rapidly securing over 50 interviews, most of which were co-conducted by a peer

researcher. The Verian team and our clients at the Home Office and OHID acknowledged their invaluable contribution, insight and expertise around this client group.

Finally, another sub-group of NECG members took part in an exploratory project with and funded by Deloitte. Across a series of six workshops, the NECG members came together with a small group of **Deloitte consultants to coproduce good practice principles for developing digital access to government services, and explore the potential and risks of AI in public services**. The final [report](#) showcases the power of bringing together lived and learned experience to build more inclusive and effective public services.

“The challenges faced by government have been around for a long time and trying to make progress is really, really tough. When you work with people with lived experience, you really cut through to the core of what matters to the people who use and rely on those services.” Caroline Hope, Partner at Deloitte

Coproduction support: building lived experience structures from the ground up

Through the national support contract, commissioned by the NCLF and led by the Making Every Adult Matter (MEAM) coalition, we have continued to **support the local area partnerships to build lived experience groups and networks**, and embed principles and practices to empower people with lived experience to be part of operational and strategic decision-making.

Our focus over the last year has been on the sustainability of coproduction across the partnerships, and continuing to address the disconnect between senior programme leads on one hand and lived experience groups on the other. We’ve delivered this through targeted work with senior leads, including a series of three regional workshops coproduced with NECG facilitators on making coproduction sustainable and “fit for the future”.

Ongoing work with lived experience leads has included 1:1 coaching and consultancy, and peer-peer learning through the Community of Practice. We have adapted our support to both meet areas where they are at in their coproduction practice and stretch their thinking. As a result, most areas now have a strong grasp of the principles of coproduction and have built robust structures for meaningfully involving people with lived experience in the design and development of services within Changing Futures.

This focus on connecting up lived experience and senior leads has paid off. We have seen a significant culture shift across the programme – from coproduction being viewed solely as the responsibility of lived experience leads to becoming a core priority for senior leadership. This shift is clearly demonstrated in Sheffield, where governance structures have been reshaped in partnership with lived experience members through a series of collaborative workshops and 50:50 spaces. Senior leaders in Bristol have shifted their focus to partnership working to influence systems change, embedding the principles of lived experience and coproduction shared at our ‘Fit for the Future’ sessions. As Ashely Ward, Senior Strategy Manager explained, **“We’re bringing in what we’ve learned working with partners across the city and national partner Revolving Doors”**.

Building the multiple disadvantage evidence base

We've also continued to **support a team of 10 peer researchers to design and deliver the different strands of the national evaluation** (part of a consortium led by CFE Research).

Peer researchers have contributed to the themes explored in the research over the last year, as set out in the [third interim report](#), published in October 2024, and the [fourth interim report](#), published in February 2025.

“Deep dive” qualitative research in the third interim report focused on joining up support around the participant and trauma-informed approaches, topics of particular interest to the peer research team, who contributed to the design of the research materials and reviewed the draft report. The fourth interim report focused on how the programme has supported the participant journey and included research on how the programme reaches and supports people from under-served or marginalised communities. The peers were particularly effective in recruitment and co-conducting interviews for the under-represented groups strand – they have the links into community groups and spaces used by people that may feel excluded by traditional services.

Peer researchers have also presented findings directly to MHCLG staff and participated in evaluation workshops, to support the team identify themes and implications emerging from the discussion.

Finally, for **Changing Futures Sussex we delivered an evaluation of the impact and benefits of peer support workers** – how their role complements other types of professional support and contributes to positive outcomes for clients and the broader programme. Our members advocate powerfully for peer support to engage and support people in the revolving doors and wider multiple disadvantage cohort. This was therefore a valuable opportunity to add to the evidence base, demonstrating how and why peer workers are so vital, and how peer support can be effectively implemented by a service or programme.

Procedural justice

Our procedural justice focus has provided a space for genuinely groundbreaking projects with the common aim of transforming practice and changing lives, whether it be a UK first for publicly accountable policing, an academic research project that takes coproduction to new levels, or lived experience-led training that inspires and challenges professionals on the frontline to change how they interact with people in the revolving door. All these projects aim to change how people are treated, how decisions are explained, how dignity and fairness is upheld.

Building bridges to safer communities

In May we launched the [citizens' panel recommendations](#) and [peer research report](#) from “Building Bridges, Safer Communities”, our project in Liverpool funded by the Open Society Foundation to get under the skin of what reconciliation could look like between the police and diverse communities. As part of this, with our partner, Shared Future CIC, we delivered the **UK's first ever citizens' panel on policing and community safety**. The project was designed to address the disconnect between the police and the communities they serve, including people in frequent and regular contact with the police.

At the launch event, Serena Kennedy, Chief Constable of Merseyside Police and Emily Spurrell, the Police and Crime Commissioner for Merseyside, and Jo Richmond, Director of Safe City and Communities for Liverpool City Council all publicly welcomed the recommendations, marking a shift toward community-informed approaches to public safety.

“Understanding the views of our diverse communities, particularly around public safety and prevention is vital to us, so we welcome the work of the Citizens’ Panel in Liverpool.”
Chief Constable Serena Kennedy, Merseyside Police

Changing practice through research

Following a successful pilot in the family court, we moved into the main phase of “Lived Experience of the Law”, our flagship research project with the Institute for Crime & Justice Policy Research (ICPR) at Birkbeck, University of London funded by the Nuffield Foundation. The research explores **how individuals’ lived experience of the law over their lifetimes and across the criminal and family courts shapes their understanding and engagement in court, and sense of justice.**

The project has set new standards in terms of the level of coproduction at all stages of the academic research process. Over the last year, the team has recruited for and conducted over 100 interviews with people who have been a defendant in the criminal courts and/or party to proceedings in the family court. All interviews were co-conducted by a professional and peer researcher, where appropriate. We have recruited through organisations working with people from minoritised ethnic background, notably Maslaha and the Zahid Mubarek Trust to reach a target of 50% of participants from minoritised ethnic backgrounds and greater representation from young adults.

“It’s been an incredibly rewarding experience, boosting my confidence and allowing me to work alongside the university in such a meaningful way.” Peer researcher

Another distinctive feature of the project is that we bring together diverse stakeholders, including legal professionals, people with lived experience of the law and the charities who support them, policy professionals and government stakeholders, to discuss emerging findings and coproduce recommendations. In early 2015 we completed two policy workshops, each co-facilitated by peer researchers, on the themes of domestic abuse, women and the family courts, and experiences of legal representation. The domestic abuse policy workshop was attended by Nicole Jacobs, the Domestic Abuse Commissioner, while two representatives from the Ministry of Justice’s Legal Aid Strategy team attended the legal representation policy workshop.

“My lived experience allows me to connect with others in similar situations and understand the challenges they face, which helps shape the research in a more meaningful and empathetic way.” Peer researcher

Finally, the project team produced a 3-minute film, funded by the Criminal Justice Alliance in collaboration with the Media Trust about lived experience and co-production in research.

In October we released a report commissioned by the Youth Justice Board showcasing **examples of promising community-based practice across England and Wales to address racial disparity in the youth justice system.** The report highlights good practice

across programmes that work directly with children and their families, programmes that provide a platform for children themselves to influence change and, finally, interventions that target professionals, including police, judges and lawyers.

Finally, towards the end of the year we began a **review for Greater Manchester Combined Authority to improve care in custody** as part of a major transformation programme. The aim is to support Greater Manchester Police to develop a more trauma-informed approach to custody, partly in response to the findings of the Baird Inquiry. We completed a rapid evidence review of good practice in custody, highlighting how trauma-informed approaches can be incorporated into routine practice in custody. We also prepared for the peer research phase, focused on experiences of Bolton custody suite.

Transforming the frontline through lived experience-led training

We have continued to deliver our CPD (Continuing Professional Development) certified “root causes” training to frontline practitioners. The training is designed and delivered by our lived experience members with the aim of transforming frontline interactions. They do this by exploring how to develop empathy, rapport and trusting relationships, and demonstrating how unmet health and social needs can lead people into contact with the criminal justice system.

In May 2024 we delivered a very well-received training session for Metropolitan Police Integrated Offender Management (IOM) officers.

“I found their experiences really hard hitting in terms of how they personally talked about issues like racism, unfairness and alienation, but then they also brought out positives and hope, so a really good blend that I think will have been particularly effective for the many IOM police in the room.” Tom Dodsworth, MOPAC Policy and Commissioning Manager

With support from Barrow Cadbury Trust, we developed and delivered a new 4-module course to just under **1,500 probation practitioners on effective working with young adults**. Magistrates tend to follow the advice of probation, as set out in pre-sentence reports. Probation is therefore a key target audience for improving sentencing outcomes. Each session featured one of our members and an external specialist.

- **100% of participants agreed the course had improved their knowledge** in working with young adults
- **96% agreed it had improved their confidence.**

“It was really good to have some training that was delivered outside of probation by people that are passionate about their area of expertise.”

“Hearing from individuals who have a lived experience as a young adult on probation as it gives a perspective from the other side.” Probation officer feedback

We also deliver “information sessions” to magistrates based on the practitioner training to support them to understand root causes and the impact of community versus short-term prison sentences. We reached a further 115 magistrates this year, with the result that **members have now delivered sessions to over 300 magistrates.**

Specialist forums: influencing change for distinct groups

We have continued to develop our “specialist” forums. These are dedicated spaces for marginalised, overlooked or over-represented groups to influence the criminal justice system to respond to their distinct experiences.

The **women's forum** is a diverse, supportive and creative place, where women want to learn from each other. Many of the founding members are now moving into education and employment or have new babies. The women are genuinely pleased for each other. And happily, the dynamics have remained consistent with the influx of new women. The new group has gelled very quickly.

We've moved to a model over the last two years where the women's forum often looks at the same theme as the regional forums, rather than pursuing a separate agenda. Over the year we held 5 sessions focused on **residential centres, poverty and shoplifting**, and **electronic monitoring**, and fed into the cycle on **vetting** and the **West Midlands Police and Crime Plan consultation**. This has helpfully surfaced gender-specific insights – we often hear quite different things to the mixed forums. This was particularly evident in the electronic monitoring forum where women had very different experiences. Several women spoke about how the tag increased their vulnerability to exploitation:

“It highlighted that I was a vulnerable young woman who could be taken advantage of because I was clearly in trouble.” Women's forum member

Lack of funding for specially commissioned sessions means that we have mostly not run the **neurodiversity forum** this year, although neurodiversity has been consistently spoken about in our other forums. We've continued to monitor the impact of the forum. For example, **our members influenced the creation of Neurodiversity Support Managers (NSMs)**, which as of May 2024 are **in place in all 105 public prisons in England and Wales**. In July 2024 forum members met with a nation-wide group of Neurodiversity Support Managers.

“I was really excited before and during the session with the NSMs. A better awareness and understanding of neurodiversity in the justice system has been a passion of mine for a number of years and to have this opportunity to speak directly to the NSMs, and so many, was something I will always be grateful for.” Neurodiversity forum member

We held two meetings of the **new race forum** – an introductory forum and a review of the evidence around race disproportionality. We set up the forum in response to the call from our young adult members. We are still hopeful that the National Police Chiefs' Council will fund work with the forum around the Police Race Action Plan, following its recent relaunch.

Organisational resilience

A refreshed, representative and diverse membership

The sustained effort we've put in over the last two years to regrow our referral network and refresh our membership post-Covid has paid off. **We have grown our overall active membership back to around 60 members** (from 40 two years ago). This feels like the right size of overall membership, given our capacity, and the level of support and development we

now provide. **Members have worked with us for an average of 50 hours per person per year.¹**

Overall membership has stayed stable over the last year, but with a real turnover to a new cohort, powered by the Revolving Doors Academy, our new coproduced in-house member development programme rooted in recovery college principles. Twenty-nine new members joined in the last 12 months. This means that **over three-quarters of our members have joined in the last 3 years.**

The influx of new members means that we have people at very different points in their recoveries. This has helped create a particularly insightful and open culture. Some members are still serving community sentences or are on probation, and can speak to the system as it is right now. Others are further on in their journeys and bring a more reflective perspective. Some are starting to study and now look at topics through both an academic and lived experience lens. The modelling of members at different stages is inspiring to the newer members. In the women's forum, one of the newer members commented that she was astonished and thrilled with the diversity of the group, how welcoming it was, and how easy she found it to contribute.

We've continued to support our remaining long-standing members to move on. At least four members have felt ready to apply for jobs and further education over the year. A very small number of long-term members have continued to cycle in and out of the justice system, with the result that their lived experience is still relevant. In those cases, we've stayed in touch and will support them to re-engage when they are ready.

We've continued to recruit carefully to ensure that potential members meet our revolving door criteria of current or recent experience of repeat criminal justice contact for low-level offences driven by unmet health and social needs. We also ensure that our membership reflects the characteristics of those that are in the revolving door. As well as over representation from people facing socioeconomic disadvantage, we focus particularly on those who have a distinct experience of the justice system and/or experience worse outcomes.

Our membership has become more ethnically diverse over the last few years. This year, **39% of members identify as racially minoritised** (c.f. 27% of the prison population² and 29% of our members last year). **Women are also over-represented at 39% of our membership. 38% of members have a physical disability** (c.f. 36% of the prison population); **27% of members have a learning disability**, with many more reporting learning difficulties. **Ten members are part of our neurodiversity forum**, although we know that more members self-identify as neurodiverse.

Members come from all over the country, from Bury to Bodmin, and Huddersfield to Haywards Heath. Most continue to be concentrated in London, Greater Manchester and the West Midlands.

¹ Paid activities only. Does not capture training or additional development support.

² All comparator statistics come from the February 2025 Bromley Briefing:
<https://prisonreformtrust.org.uk/wp-content/uploads/2025/02/Winter-2025-factfile.pdf>

The Academy: transforming our member development

Last year we reported that we had secured funding from PA Foundation to develop and pilot the Revolving Doors Academy, a new initiative to support individual member development and progression. **Over 12 months, 36 members took part in a range of activities and learning opportunities** to develop the skills and confidence to excel as Revolving Doors members and in their wider lives. The Academy is fully coproduced, with all in-house sessions either entirely designed and delivered by members who are part of the Academy facilitation team, or co-delivered with staff or guest speakers. We've also developed partnerships with external training and support providers to deliver key skills training. We've built a partnership with Happy, a training provider, to deliver IT skills-building and a train the trainer course for the facilitation team.

From September onwards, we worked with the new 8-person facilitation team (a mix of the previous facilitation team and people from the inaugural Changemakers cohort) to fully redesign our "Changemakers" induction course. This was delivered through March and April 2025 to a new cohort of 15 Changemakers. The course included a new session on critical thinking. Many members have an understandable distrust of the system, get their news entirely from social media and are therefore vulnerable to manipulation and disinformation online. In the post-course reflection session, this was one of the most highly praised modules, with members now reporting that they think more critically about the source of news stories.

"I'm thriving now and it's not something I ever saw in my future." 2025 Changemaker graduate

The pilot funding ended in October 2024 although we have secured a small continuation grant from PA Foundation. Trustees have also invested reserves in a one-year fixed term full time Academy Coordinator post from January 2025. The Academy is vital for building a pipeline of new members and for developing and supporting our members. Without such support, we risk becoming part of the problem for our members, continuing to trap them in an identity that values their lived experience of the justice system over everything else that they have to offer, and holding them back from moving on with their lives.

Everyone that has fed back has reported **positive shifts in their identities, reporting increased confidence, hope and connectedness**. Participants and facilitators alike have gained new confidence and skills. One inaugural Changemaker graduate (and member of the new facilitation team) spoke about how the Academy had supported her to come out of her shell. It's also helped her practically to manage her day-to-day life:

"I've learned how to speak a lot better. I was really terrible at just saying what I wanted to say, expressing myself. But I am a lot better. My shyness is definitely gone. The Academy had a great big part in that. I'm able to write letters. Before, I was terrible at getting into debt and not handling things. And I am handling stuff quite well nowadays." 2014 Changemaker graduate and 2015 facilitator

Another Changemaker graduate, who had previously been unable to participate in any in-person events due to crippling anxiety, has started to travel because of the Changemaker

course. This demonstrates a massive shift in her confidence and independence, and what she now knows herself to be capable of.

We've also seen the impact directly in our work. The newest Academy cohort has come into forums and meetings and contributed effectively and insightfully from day one. They understand our work and what they are here to do. They already have a real sense of community and of mutual support. Longer term members have also been supportive and encouraging.

Building pathways for progression and leadership

We are a 'member-led' organisation. By this we mean that our members are at the core of everything we do. Members inform our governance and strategic decision-making. They coproduce our funding bids, the forums, our research and advocacy. And they lead the Academy and facilitate training for frontline criminal justice professionals.

Over the last year, members have taken on the following progression and leadership roles:

- Eight members were part of the **Lived Experience Advisory Panel**, our shadow board, working with Senior Leadership Team and Board to input into the cycle of Board meetings and coproducing major funding proposals. Through the Autumn and Winter they coproduced our new five-year strategy, as fully involved in the process as staff and trustees. This included participating in the full Board Away Day in November. Their close involvement means that the new strategy has a very different feel and focus to our previous strategy. We will launch it later this summer.
- Sixteen members have worked on our **facilitation team**, co-facilitating all forum sessions and working as **peer trainers**, coproducing and delivering the Academy.
- Three members and one former member have worked as **peer mentors**, delivering 1:1 and group sessions to support newer members to "step up" into the more intensive work delivered by our various externally commissioned lived experience teams.
- A former member has continued to work as a **lived experience associate**. Our plan is that the Academy will provide a progression pathway for more former members to work with us in this way.
- Another former member continues as a **trustee**. In addition to her lived experience, she brings experience of Revolving Doors as both member and staff member, and other relevant professional experience.

Setting the agenda: our new 5-year strategy

A key achievement of this year has been the **coproduction of a new 5-year strategy**. We waited until after the general election to start the new strategy development process, but then kicked it off with an extensive consultation with key stakeholders, including funders, partners and others in the sector. But what really set the process apart was level of coproduction with our lived experience members. Our Lived Experience Advisory Panel worked with us at every stage of the process, including an away day with the Board. As a result, the strategy truly reflects their perspectives and priorities. The strategy will be launched in August 2025.

Outline of work for the next 12 months

This is a crucial year for our organisation. Prison can no longer be an option for our group. There is a proposed presumption against short sentences. The solutions will lie in the community. Diversion is now firmly on the agenda. And policy makers are looking to our organisation, our members for the solutions. We have an opportunity to truly shift the dial for people in the revolving door.

We will be launching and delivering to our new strategy from August 2025. The systemic issues that we are tackling have not changed; nor have many of the solutions that we are proposing. Therefore, we have grouped our work for 2025/26 under the old strategy for the purposes of this report. We will report our progress next year under the new strategic priorities.

Diversion and prevention

- Following the Sentencing Review and Sir Brian Leveson's Courts Review, we will continue to work to influence the government and selected local authorities and police and crime commissioners to adopt a distinct approach to the revolving doors group and to young adults, with diversion away from custody at its heart.
- We will launch our flagship research with Newton and Xantura making the case for a preventative approach to the revolving door. We will use it to drive our influencing agenda.
- We will partner with Greater Manchester Combined Authority (GMCA) to coproduce their whole system approach to diversion for the revolving door cohort.
- We will complete our research in Bolton custody suite to feed into GMCA's custody transformation programme.
- We will continue to support NHS commissioners in the South West and South East to coproduce their non-custodial services.

Sentencing and probation

- We will continue to influence probation reform, the expansion of electronic monitoring, and the impact of remand and recall.
- We will complete the process evaluation of the national Intensive Supervision Courts (ISC) pilot programme, in partnership with CFE Research, and seek to support the expansion of the ISC model.
- We will complete the evaluation of the Welsh MHTR service for HMPPS.

Resetting the system

- We will support the final year of delivery of the Changing Futures programme through the national evaluation and support contracts, local evaluations and with input from the NECG. Core NECG delivery will focus on developing and sharing good practice around coproduced approaches to commissioning, and supporting the development and roll-out of approaches that divert the revolving door group away from criminal justice and into support.

- We will continue to position the NECG as *the* national lived experience group for people facing multiple disadvantage, distinct from Changing Futures, including through ongoing delivery of lived experience input into the drug strategy for OHID.

Procedural justice

- We will continue to develop and deliver our specialist women's, race and neurodiversity forums.
- We will continue to expand our CPD-certified lived experience-led training offer to professionals, delivering training to more police forces and probation staff, and information sessions for magistrates.
- We will complete our "Lived Experience of the Law" research project with Birkbeck ICPR.

Organisational resilience and cross-cutting work

- We will expand the Revolving Doors Academy, delivering two Changemaker courses over the year, and expanding our ongoing development offer.
- We will seek new core funding through grants and foundations, and through developing new relationships with major donors and corporate partners.

Structure, governance and management

Revolving Doors Agency is a charitable company limited by guarantee, incorporated on 17 August 1993 and registered as a charity on 22 December 1993. The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

Following a rebrand at the start of the 2022/2023 financial year we removed the term 'Agency' from our name. All our internal and external communications now use Revolving Doors. Our registered name remains The Revolving Doors Agency.

Recruitment, appointment and induction of trustees

The Board has the power to appoint additional trustees. Revolving Doors has developed role descriptions for chair, treasurer and standard board member roles. Recruitment may be carried out by advertising, with support from recommendations where appropriate. We endeavour, through the recruitment methods adopted, to reach groups of people who are under-represented in its employment, those who are members of the communities in which we work, and those who can bring relevant skills and experience to the work of the Board. The induction and training of trustees include the provision of up-to-date financial and other information about the charity, Charity Commission publications giving guidance on the role of trustees, a skills audit, and a meeting with the Chief Executive and Senior Leadership Team. All potential trustees meet a panel of lived experience members as part of the recruitment process.

Organisational structure

Revolving Doors' staff, based on headcount, averaged 13 during 2024/2025 (2023/2024: 12). Our staff are split into functional teams, involvement, and policy, research and communications, plus a central office function, reporting either directly or through line managers to the Senior Leadership Team.

The Chief Executive Officer, who leads the Senior Leadership Team, is accountable to the Board of Trustees. We also engage trusted associates who work with staff to deliver specific projects.

Our remuneration policy

The Board aims to ensure that staff receive appropriate incentives to encourage strong performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the charity. The appropriateness and relevance of the remuneration policy is reviewed annually, including with reference to sector averages and comparisons with similarly sized charities, to ensure that Revolving Doors remains a competitive employer.

We recruit subject to experience at a market competitive point, which provides scope for increases to be awarded for excellence. We do not employ interns without pay and we are committed to paying the London Living Wage for all our staff. Delivery of Revolving Doors'

charitable vision and purpose is primarily dependent on our staff, which is the largest single element of charitable expenditure.

Risk management

The Board is responsible for the effective management and oversight of risk. The full risk register is brought back to Board annually for review. It identifies major inward- and outward-facing strategic risks across four categories: financial sustainability, organisational impact, reputation and compliance. The Board manages these risks actively through the quarterly Board cycle through recurring and special focus items on the Board agenda.

At the full annual review in October 2024, trustees agreed to close the remaining post-Covid risks as they were either managed through standard processes or outside our control and with limited risk to Revolving Doors. They added a new category of operational risks to capture serious operational risks with high financial/reputational impact.

Financial sustainability

Financial sustainability has remained a major focus on the Board over this last year. Although fundraising has been strong this year and with a strong pipeline for next year, the closure of NHS England, the ending of Changing Futures and ongoing high demand on funders makes this a growing risk from 2026/27 onwards. We are continuing to deliver our fundraising plan, targeting new funders, developing corporate partnerships and scoping major donors. At the end of the year, Board approved the creation of a new Director of Communications role, with a focus on corporate and major donor giving.

Organisational impact

Strong engagement across national and regional government have mitigated the risk of **lack of national policy impact due to the political climate over the last year**. However, there is still a risk – largely outside our control – that this engagement won't lead to change due to a lack of political will to invest in the community solutions needed for our cohort.

Reputation

In view of our fundraising plan, which is taking us beyond well-known funders into the realm of family funders and corporate partnerships, Board added a new risk this year around **loss of influence, legitimacy and funding due to reputational damage from accepting funding from a partner that is ethically contentious or misaligned with our values**. This is being managed through a new ethical partnerships policy and process, which Board approved in October 2024.

Board also added a new risk around Revolving Doors being **compromised by association with high profile government programmes that have not been truly coproduced**. This has always been a limited risk, but has become more likely due to involvement in high profile programmes and closer working relationships nationally and in Greater Manchester. We are continuing to assess carefully the risk versus potential impact of all local and national government work.



Compliance

Compliance risks relate to **failure to identify misconduct, mismanagement or breaches and non-compliance with key legislation**. Board has oversight of policies and there is a regular policy review cycle. A full process refresh was undertaken in 2022/23. We introduced a more robust and structured induction process for new staff in 2023/24. All staff receive safeguarding and data protection induction and annual refresher training. We have commissioned external data protection training and a review for 2024/25. Gaps in in-house expertise are filled through associates and trustees.

Financial review

Total income increased by 40% to £1,129,125 (2024: £801,397) driven by an increase in contract income to deliver charitable activity. Expenditure increased by 12% to £1,120,942 (2024: £1,002,229). As a result of this, the charity made a small surplus for the year of £8,183 (2024: deficit £200,832). The deficit on restricted reserves was £43,974 (2024: £218,620) leaving an unrestricted surplus of £52,157 (2024: £17,788).

The Board continued to support mission critical policy and influencing work not covered by grant funding, utilising a designated fund from 2024 of £89,000. This enabled us to continue to deliver our core policy work centred on Beyond the Cycle, including building relationships with key decision makers nationally and in the combined authorities.

Business ethics

Our social enterprise activity enhances and does not detract from our overall mission and aims. All potential commercial projects are evaluated against the following criteria. We consider whether the project:

- helps achieve our mission and strategic goals.
- promotes our values.
- increases our knowledge.
- enhances our reputation and brand.
- allows for the genuine involvement of people with lived experience.
- will have a positive impact on people's lives.

We also consider:

- the impact on our independence or the perception of this independence.
- the potential risks, notably the risk to our reputation.
- whether we can withdraw from contracts if these risks change.
- the reputation and status of the customer or any partners.
- how to evaluate the project including its impact.
- Capacity of staff to deliver a high quality project.
- the potential surplus and the opportunity costs involved.

Fundraising

We rely on the commitment of the grantmakers that share our vision and have continued to back our work over the years.

Our fundraising strategy continues to balance grant and social enterprise income, to ensure that we are not over-reliant on a single income stream. We aim to grow our income sources to decrease the risks associated with over-reliance on a small number of funders. We also target relationships with funders that unlock multi-year, long-term support to protect staff capacity and reduce income generation costs. Last year we commissioned and implemented a fundraising review and plan, which we have continued to deliver against this year. This has included building relationships with new funders, including building further corporate relationships.

Our grant income has increased to £325,564 this year from £265,323 in 2023/24.

We are grateful for the support from the trustees and staff at the following organisations and institutions, who funded work carried out in 2024/25:

- The AB Charitable Trust
- Barrow Cadbury Trust
- Birkbeck, University of London
- City Bridge Foundation
- Greater Manchester Combined Authority
- Hadley Trust
- John Ellerman Foundation
- National Lottery Community Foundation
- Newton Foundation
- Open Society Foundation
- PA Foundation

We do not fundraise directly from the public and do not use any professional fundraisers or commercial participators. As a result, we are not registered with the Fundraising Regulator.

Reserves

In 2024/25 the trustees undertook a full review of the charity's approach to reserves. The previous policy had been to target sufficient reserves to cover six months' running costs. The revised approach considers a broader range of factors, in line with Charity Commission guidelines. A reserves sub-committee reviewed:

- The nature and level of charitable funds held
- The financial impact of major strategic and operational risks. This included an assessment of the cost of a wind-down scenario and its likelihood
- The stability and diversity of the charity's income and income sources, over the last 10 years, including an analysis of secured income at the point of annual budget setting
- Working capital requirements, based on the payment profile for the majority of the charity's contracts
- Approach to strategy and innovation. Although the charity does not have sufficient funds to establish an innovation fund, trustees reaffirmed their clear and explicit commitment to using excess reserves to support critical strategic work and pursue innovation opportunities.

Trustees also benchmarked our position against similar sized charities in the sector.

The revised policy takes a more dynamic approach to reserves year on year, which allows the charity to better respond to the turbulent financial and funding climate of the last few years. It also explicitly links the process of setting the reserves position to the annual risk review and the annual budget setting and review process. It is therefore better integrated into other strategic planning, budgeting and risk management processes in line with Charity Commission guidance.

The revised annual reserves position is built up from the following elements:

- Analysis of the financial impact of major strategic risks
- Working capital requirements, set for 2025/26 as 25% of forecast social enterprise income
- Income security, set as 20% of unsecured forecast income, to be included only in years where unsecured income exceeds 40% at budget setting.

The dynamic nature of the policy will mean that the reserves target may move substantially between years. In years where income security is high there will be more reserves available for innovation.

The unrestricted reserves, based on the above policy, required at 31st March 2025 were £505,872 compared to actual reserves of £506,484.

The Board also approved the designation of £104,000 at 31st March 2025 to support two new mission critical positions: a Director of Communications and Campaigns, with a focus on corporate and major donor fundraising, and a fixed term Academy Coordinator.

Public benefit

The trustees are aware of the need to ensure that the objects, aims and activities of Revolving Doors comply with the Charity Commission guidance on public benefit and have taken due account of this guidance.

In terms of public benefit, our activities, described in detail above, are targeted at a particularly disadvantaged group in society – people who have repeat contact with the criminal justice system, generally for low-level and non-violent offences, whose offending behaviour is driven by unmet health and social needs, including mental ill-health, problematic substance use, and homelessness. It is a group that has, from childhood, disproportionately experienced trauma and abuse, neglect, poverty, community violence, racism and other forms of discrimination. We advocate for a system that recognises and addresses these root causes of contact with the criminal justice system.

Our work aims to change the lives of people in or at risk of entering this revolving door cycle of crisis and crime. In the longer term, we are seeking fundamental reform of policy and practice that will deliver long-lasting, systemic, large-scale change across England and Wales. To this end, our strategy focuses on building understanding and commitment among political leaders and policymakers at a national level and among a wide range of local leaders who have the power to change services in their area. We also have a more direct impact on

the local areas in which we work. Through our policy and lived experience consultancy, service evaluations and user research, we bring about changes in services that have an immediate impact on the individuals using them.

Our involvement of people with direct experience of the issues we are tackling has a dual impact. Through their participation, lived experience members improve their skills, confidence and social networks, all of which support their recovery and reintegration into communities. At the same time, they bring insight and a powerful voice to our work to influence decision-makers, giving politicians and officials the opportunity to explore directly what is and isn't working and how things can be made better.

Statement of responsibilities of the trustees

The trustees (who are also directors of Revolving Doors for the purposes of company law) are responsible for preparing the report of the trustees' and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2025 was 10 (2024: 13). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime

The trustees' annual report has been approved by the trustees on 29 October 2025 and signed on their behalf by

Sarah Payne CBE – Chair



Opinion

We have audited the financial statements of the Revolving Doors Agency (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Revolving Doors Agency's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other matters

The financial statements of the Revolving Doors Agency for the year ended 31 March 2024 were unaudited. An independent examination was performed which expressed an unmodified opinion on those statements.

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns;
or

- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required

to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Farrah Kitabi (Senior statutory auditor)

11 December 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

The Revolving Doors Agency

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Charitable activities	2	921,911	200,564	1,122,475	549,908	240,323	790,231
Investments	3	8,650	–	8,650	11,166	–	11,166
Total income		930,561	200,564	1,131,125	561,074	240,323	801,397
Expenditure on:							
Fundraising activities	4	110,409	–	110,409	86,007	–	86,007
Charitable activities							
Policy	4	128,347	41,672	170,019	77,308	212,231	289,539
Lived experience	4	488,223	148,176	636,399	275,954	178,408	454,362
Research	4	149,425	54,690	204,115	104,017	68,304	172,321
Total expenditure		876,404	244,538	1,120,942	543,286	458,943	1,002,229
							0.118448977
Net income / (expenditure) for the year and movement in funds		54,157	(43,974)	10,183	17,788	(218,620)	(200,832)
Reconciliation of funds:							
Total funds brought forward		558,327	110,698	669,025	540,539	329,318	869,857
Total funds carried forward		612,484	66,724	679,208	558,327	110,698	669,025

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 12a to the financial statements.

The Revolving Doors Agency

Balance sheet

Company no. 2845452

As at 31 March 2025

	Note	£	2025 £	£	2024 £
Current assets:					
Debtors	8	202,864		139,444	
Cash at bank and in hand		585,993		621,063	
		<u>788,857</u>		<u>760,507</u>	
Creditors: amounts falling due within one year	9	109,649		91,482	
Net current assets			<u>679,208</u>		<u>669,025</u>
Net assets			<u>679,208</u>		<u>669,025</u>
The funds of the charity:	12a				
Unrestricted income funds:					
Designated funds		104,000		89,000	
General funds		508,484		469,327	
		<u>612,484</u>		<u>558,327</u>	
Restricted funds			<u>66,724</u>		<u>110,698</u>
Total funds			<u><u>679,208</u></u>		<u><u>669,025</u></u>

Approved by the trustees on 29th October 2025 and signed on their behalf by

Sarah Payne CBE
Chair

The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2025

	2025	2024
	£	£
Cash flows from operating activities		
Net cash (used in) operating activities	(43,720)	(247,818)
Cash flows from investing activities:		
Investment income received	<u>8,650</u>	<u>11,166</u>
Net cash provided by investing activities	8,650	11,166
Change in cash and cash equivalents in the year	(35,070)	(236,652)
Cash and cash equivalents at the beginning of the year	<u>621,063</u>	<u>857,715</u>
Cash and cash equivalents at the end of the year	<u>585,993</u>	<u>621,063</u>
Analysis of cash and cash equivalents	<u>585,993</u>	<u>621,063</u>
Cash at bank and in hand	<u>585,993</u>	<u>621,063</u>
 (a) Cash flow used in operating activities:		
Net movement in funds	10,183	(200,832)
Interest received	(8,650)	(11,166)
(Increase)/Decrease in debtors	(63,420)	(68,088)
Increase/(Decrease) in creditors	18,167	32,268
	<u>(43,720)</u>	<u>(247,818)</u>

1 Accounting policies

a) Statutory information

The Revolving Doors Agency is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is South Bank Technopark, 90 London Road, London, SE1 6LN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Income and expenditure recognition

- i) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities
- ii) Revenue grants are credited to the statement of financial activities when received or receivable, whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.

- iii) Contractual income is recognised as incoming resources in the Statement of Financial Activities to the extent that the charity has provided the goods or service. Incoming resources received in advance are deferred until the charity becomes entitled to the resources.
- iv) Expenditure is recognised in the period in which it is incurred and includes attributable VAT which cannot be recovered.
- v) Costs of generating funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

e) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

f) Allocation of costs

Costs are directly attributed to activities wherever possible. Support costs are allocated to activities on the basis of management estimate of time incurred by staff on activities.

g) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

h) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) Pensions

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The Charity has no liability under the scheme other than for payment of these contributions.

l) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Income from charitable activities

	2025			2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
National Lottery Community Fund	–	52,583	52,583	–	60,925	60,925
The Barrow Cadbury Trust	–	26,750	26,750	–	16,500	16,500
Newton Foundation	–	19,217	19,217	–	–	–
AB Charitable Foundation	25,000	–	25,000	25,000	–	25,000
John Ellerman Foundation	40,000	–	40,000	–	–	–
University of Greenwich	–	–	–	–	3,747	3,747
Hadley Trust	60,000	–	60,000	–	30,000	30,000
Greater Manchester Combined Authority	–	21,880	21,880	–	23,755	23,755
University of Lincoln	–	–	–	–	4,320	4,320
PA Foundation	–	–	–	–	20,000	20,000
City Bridge Foundation	–	15,825	15,825	–	25,770	25,770
Birkbeck, University of London	–	64,309	64,309	–	55,306	55,306
Contract Income	781,328	–	781,328	524,216	–	524,216
Other income	15,583	–	15,583	692	–	692
Total	921,911	200,564	1,122,475	549,908	240,323	790,231

3 Income from investments

	2025			2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Bank interest	8,650	–	8,650	11,166	–	11,166
	8,650	–	8,650	11,166	–	11,166

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2025

4a Analysis of expenditure (Current year)

	Charitable activities				Governance costs £	Support costs £	2025 Total £	2024 Total £
	Fundraising £	Policy £	Lived Experience £	Research £				
Staff costs (note 6)	73,832	102,814	267,594	92,006	24,935	63,024	624,205	639,647
HR services	-	-	-	-	-	18,537	18,537	7,430
Direct costs	-	16,269	236,236	66,528	-	-	319,033	231,123
Rent, rates and utilities	-	-	-	-	-	43,834	43,834	47,044
Consultant costs	-	-	-	-	-	26,705	26,705	6,950
IT support	-	-	-	-	-	21,805	21,805	10,398
Office equipment, stationery and services	-	-	-	-	-	7,442	7,442	7,270
Travel	-	-	-	-	-	11,706	11,706	9,074
Miscellaneous	-	-	-	-	-	26,100	26,100	28,600
Legal and professional fees	-	-	-	-	12,000	9,575	21,575	14,693
	73,832	119,083	503,830	158,534	36,935	228,728	1,120,942	1,002,229
Support costs	31,492	43,854	114,138	39,244	-	(228,728)	-	-
Governance costs	5,085	7,082	18,431	6,337	(36,935)	-	-	-
Total expenditure 2025	110,409	170,019	636,399	204,115	-	-	1,120,942	
Total expenditure 2024	86,007	289,539	454,362	172,321	-	-		1,002,229

Expenditure on charitable activities was £1,120,942 (2024: £916,222) of which £876,405 (2024: £457,279) was unrestricted and £244,537 (2024: £458,943) was restricted.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2025

4b Analysis of expenditure (Prior year)

	Charitable activities				Governance costs £	Support costs £	2024 Total £
	Fundraising £	Policy £	Lived Experience £	Research £			
Staff costs (note 6)	61,466	146,998	237,765	104,850	26,653	61,915	639,647
HR services	–	–	–	–	–	7,430	7,430
Direct costs	–	83,850	121,665	25,608	–	–	231,123
Rent, rates and utilities	–	–	–	–	–	47,044	47,044
Consultant costs	–	–	–	–	–	6,950	6,950
IT support	–	–	–	–	–	10,398	10,398
Office equipment, stationery and services	–	–	–	–	–	7,270	7,270
Travel	–	–	–	–	–	9,074	9,074
Miscellaneous	–	–	–	–	–	28,600	28,600
Legal and professional fees	–	–	–	–	–	14,693	14,693
	61,466	230,848	359,430	130,458	26,653	193,374	1,002,229
Support costs	21,568	51,582	83,432	36,792	–	(193,374)	–
Governance costs	2,973	7,109	11,500	5,071	(26,653)	–	–
Total expenditure 2024	86,007	289,539	454,362	172,321	–	–	1,002,229
Total expenditure 2023	62,046	244,925	481,363	190,667	–	–	

5 Net expenditure for the year

This is stated after charging / (crediting):

	2025 £	2024 £
Audit Fees	10,000	-
Independent Examination Fees	-	4,250

6 Staff and Trustees

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	534,553	549,799
Social security costs	53,424	54,949
Pension costs	36,228	34,899
	624,205	639,647

1 member of staff was in receipt of total employee benefits (excluding pension contributions and employers' NI contributions) between £90,000–£100,000 in the year (2024: 1 between £90,000–£100,000).

No Trustee received remuneration for services. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £143 (2024: £Nil) incurred by no (2024: 0) trustees relating to attendance at meetings of the trustees.

No Trustee had any beneficial interest in any contract with Revolving Doors.

The key management personnel of the Charity comprise the Trustees, Chief Executive and the Heads of departments. The total employee benefits (including pension contributions and employers' NI contributions) of the key management personnel were £243,810 (2024: £289,548).

The average staff headcount during the year was as follows:

	2025 No.	2024 No.
	12.0	12.5

The split across activities during the year was as follows:

	2025 No.	2024 No.
Policy	2.0	3.0
Lived Experience	5.5	5.0
Research	2.0	2.0
Fundraising	1.0	1.0
Support staff (including governance)	1.5	1.5
	12.0	12.5

7 Related party transactions

There were no related party transactions in 2025 or in 2024.

8 Debtors

	2025 £	2024 £
Trade debtors	101,277	117,769
Prepayments and accrued income	101,587	21,675
	202,864	139,444

9 Creditors: amounts due within one year

	2025 £	2024 £
Trade creditors	29,985	5,595
Taxation and social security	18,634	15,543
Accruals	25,078	24,435
Deferred income	5,650	–
Pension creditor	3,811	3,426
VAT	26,491	42,483
	109,649	91,482

10 Deferred income

Deferred income comprises of contract income for services which will be performed in the next financial year.

	2025 £	2024 £
Balance at the beginning of the year	–	5,062
Amount deferred in the year	5,650	–
Released in the year	–	(5,062)
Balance at the end of the year	5,650	–

11a Analysis of net assets between funds (current year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	508,484	104,000	66,724	679,208
Net assets at 31 March 2025	508,484	104,000	66,724	679,208

11b Analysis of net assets between funds (prior year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	469,327	89,000	110,698	669,025
Net assets at 31 March 2024	469,327	89,000	110,698	669,025

12a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2025 £
Restricted funds:					
Policy	41,672	–	(41,672)	–	–
Lived experience	67,722	117,038	(148,176)	–	36,584
Research	1,304	83,526	(54,690)	–	30,140
Total restricted funds	110,698	200,564	(244,538)	–	66,724
Unrestricted funds:					
General	469,327	930,561	(787,404)	(104,000)	508,484
Designated funds	89,000	–	(89,000)	104,000	104,000
Total general funds	558,327	930,561	(876,404)	–	612,484
Total funds	669,025	1,131,125	(1,120,942)	–	679,208

The narrative to explain the purpose of each fund is given at the foot of the note below.

12b Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2024 £
Restricted funds:					
Policy	253,903	–	(212,231)	–	41,672
Lived experience	69,180	176,950	(178,408)	–	67,722
Research	6,235	63,373	(68,304)	–	1,304
Total restricted funds	329,318	240,323	(458,943)	–	110,698
Unrestricted funds:					
General	520,539	561,074	(537,782)	(74,504)	469,327
Designated funds	20,000	–	(5,504)	74,504	89,000
Total general funds	540,539	561,074	(543,286)	–	558,327
Total funds	869,857	801,397	(1,002,229)	–	669,025

Restricted reserves comprise those funds used for specified purposes as laid down by the donor and which were unspent at the end of the year:

Policy – policy activity involves both the delivery of funded projects primarily focused at local and regional level decision makers and stakeholders, alongside national policy work aimed at engaging with and influencing policy decisions and directions at the highest level.

Lived experience – we use our service user involvement forums as means of supporting direct dialogue and engagement between political and policy stakeholders, ensuring that the voices and experiences of traditionally marginalised groups are fed in to discussions and debate at the highest levels.

12 Movements in funds (continued)

Research – research has two primary components: service evaluations, as part of RDA’s social enterprise, and research as part of or in support of funded projects, such as literature and evidence reviews. Service user involvement underpins both our policy and research activities, both of which are intended to reflect and respect the view of experts by experience.

The **designated fund** in March 2024 was to support the work undertaken by the policy team which is harder to cover from grant income. This fund was fully utilised and a new fund was approved in March 2025 to support work undertaken by the policy and comms teams.

13 Operating lease commitments

The charity’s total future minimum lease payments less than 1 year under operating leases is £3961 (2024: £3961).

Accounts



The Revolving Doors Agency

Annual report and financial statements

🕒 For the year ending 31 March 2024

Company number 2845452

Charity number 1030846

Registered office and operational address:

South Bank Technopark
90 London Road
London
SE1 6LN

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

K Ager	
V Baird (appointed 29 March 2024)	
C Beal	Treasurer
O Blake (appointed 26 July 2023)	
C Hedderman	
K Graham-Moore (appointed 26 July 2023)	
J Johnson (stepped down 31 July 2024)	
S Payne CBE	Chair
M Rutherford	Vice Chair
P Sethi (appointed 26 July 2023)	
R Street	
E Sweet (appointed 26 July 2023)	
T Webb OBE	

Principal staff

Pavan Dhaliwal

Katy Savage
Andy Williams

Chief Executive

Director of Partnerships and Operations
Director of Involvement

Bankers

Co-operative Bank Plc.
Balloon Street
Kingshill
Manchester
M60 4EP

CAF Bank Ltd
West Malling
Kent
ME19 4TA

Virgin Money 1
Jubilee House
Gosforth
Newcastle Upon Tyne
NE3 4PL

Triodos Bank UK Ltd
Deanery Road
Bristol
BS1 5AS

Solicitors

Bates Wells LLP
10 Queen Street Place
London, EC4R 1BE

Russell-Cooke LLP
8 Bedford Row
London
WC1R 4BX

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
110 Golden Lane
London,
EC1Y 0TG

Message from the Chair of Trustees

Dear Friends and Supporters,

As the Chair of the Board at Revolving Doors, I am delighted to present our annual review for the year 2023/2024.

In this, our 30th year, I am proud to report that the team has worked even more strategically with decision makers in the combined authorities and nationally than ever before. They have launched a new initiative to better support and develop our members – our coproduced Revolving Doors Academy, secured funding for our specialist forums for the first time and launched a new race forum to challenge race disproportionality in the justice system, thereby delivering on a key request by our young adult members.

Over the course of the year a clear vision has emerged from our members for how the justice system needs to respond to people in the revolving door: diversion into treatment and support as early as possible; trauma-informed services; and having peer support at its heart. And, thanks to our excellent relationships with decision-makers, we have been able to take this message into the heart of national and local government, not least our first national forum held in Parliament with the then Shadow Prisons and Probation Minister. Another highlight was the series of forums with the Sentencing Council on a range of proposed changes to sentencing guidelines – the first time Sentencing Council representatives have heard directly from people with lived experience.

This year has been culmination of several long-running projects, notably our groundbreaking work in Liverpool, in partnership with Shared Futures CIC, to deliver the first-ever citizens' panel on policing and community safety. This work took us out of our comfort zone and saw us engaging with a broader cross-section of the population than we usually do. However, it also brilliantly showcased how we approach partnership work – by combining our criminal justice knowledge and convening power, and expertise in lived experience peer research with Shared Futures' exciting approach to deliberative democracy.

We celebrated our 30th anniversary not once, but twice. It was an honour to be able to do this with so many of our friends and supporters at the House of Lords in November. Our thanks go to Lord Bradley for hosting us. Although many members came to and spoke at that event, the room wasn't big enough for everyone. Our 30th anniversary members' event in February was therefore a real highlight. It was planned and entirely led by the members, thus providing an opportunity for them to celebrate and reflect on the progress they have made, individually and collectively, whilst being with Revolving Doors. It was incredibly moving to hear how far people have come on their recovery journeys. It was also powerful to hear from several members' mothers and keyworkers, who attended as their guests. Forty per cent of members surveyed this autumn reported that their relationships with family had improved since becoming a Revolving Doors member. It was truly wonderful to hear about that change from the other side of the relationship.

The last few years have been marked by uncertainty on several key fronts, particularly around funding, contract letting, and the broader policy context of our work. Our criminal

justice system is overstretched, under-resourced and increasingly broken. These challenges have required adaptability and resilience. However, as we look ahead to the coming year, there is reason for optimism. Although funding challenges remain, the organisation is on a strong financial footing. In the year to come, we will be engaging with our new Government and leaders in key combined authorities, putting forward actionable, evidence-based solutions that prioritise the revolving door cohort. We will also develop a new five-year strategy and business plan to guide our future direction, ensuring that we remain well-positioned to deliver meaningful change for and with those in the revolving door.

With many thanks to our funders, partners, my fellow trustees and our brilliant staff and members for everything you do to help Revolving Doors support as many of those as we can who are caught in the dispiriting cycle of crisis and crime.

The trustees present their report and un-audited accounts for the year ended 31 March 2024.

The accounts have been prepared in accordance with the accounting policies set out in Note 1 and comply with the charity's memorandum and articles of association, the Charities Act 2011, the Companies Act 2006, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard application in the UK and Republic of Ireland (FRS 102).

Our mission, vision and values

Our mission is to break the cycle of crisis and crime. We achieve this through championing 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 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 and 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'. To fulfil our ambition, we work to drive systems change in criminal justice and related sectors.

Our work is underpinned by the following values:

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

Our 2022-2024 strategic plan, coproduced by staff, trustees and our members – people with recent lived experience of the revolving door – sets out five focus areas:

- **Diversion and prevention:** advocating for solutions that lie primarily outside the criminal justice system and that address the root causes of offending behaviours.
- **Sentencing and probation:** promoting good practice and take up of community sentences and a more flexible and person-centred approach to reform and recovery.
- **Resetting the system:** proposing bold policy solutions that address the significant challenges facing the criminal justice system and the people within it. This includes advocating for trauma-informed approaches and wider systems change.
- **Procedural justice:** advocating for the fair and humane treatment of those in the revolving door, particularly minoritised communities and women, and the agencies with which they interact.
- **Organisational resilience:** strengthening our charity in accordance with our value of being built on sound governance, finance and people.

The following report sets out key achievements across these five areas.

Key achievements

Diversion and prevention

Influencing through the forums

We've worked nationally and regionally to influence decision makers on the need for diversion into high quality treatment and support for the revolving doors cohort. Over a several cycles of forums, our members defined 1) the **principles for diversion** that work for people in the revolving door, 2) what a **trauma-informed criminal justice system** means and looks like in reality, and 3) what the **next intake of police and crime commissioners** needs to know about the revolving door group and how they can implement members' vision for effective services.

In the West Midlands, the Police and Crime Commissioner consulted our members on their **diversion strategy**, which led to our members setting the guiding principles for a conference convening all stakeholders for the strategy. In Greater Manchester, our members have worked with the Combined Authority and the police to explore **out of court disposals**, specifically, what works, what doesn't and early interventions.

Representatives from the Combined Authority also consulted the women's forum to understand **women's experiences of custody**. In response to our women's experiences, the Combined Authority lead stated that they want to be radical in how they think about women and custody. They planned to use the feedback to make immediate recommendations for custody in Greater Manchester, as well as feeding into a wider two-year custody transformation programme.

Eight members presented key messages from a cycle of forums feeding into **Labour's criminal justice review** directly in Parliament to the then Shadow Prisons and Probation Minister. Themes included the damage caused by short sentences, the school to prison pipeline, and the need for diversion and peer support, without which a trauma-informed justice system cannot be achieved.

New Generation Policing

We concluded the final strand of our New Generation Policing project this year with funding from Lloyds Bank Foundation for England and Wales and Barrow Cadbury Trust. The aim was to improve policing approaches to meet the needs of young adults and respond to experiences of poverty, trauma and structural inequalities. We **worked with two of our New Generation Policing trailblazer areas (Newham and North Yorkshire) to examine their long-term impact**.

Collaboration with Newham led to a young adult hub emphasizing person-centred services and benefiting from direct input from young adults. This hub, co-located with the Probation Office, fosters a supportive atmosphere akin to traditional youth work settings, improving service delivery.

In North Yorkshire, we supported design and development of what became the Crossroads Diversion Scheme, addressing multifaceted contributors to young adult offending. Its holistic

approach, continuous but tailored support model, and focus on trauma and socio-economic factors have led to high user satisfaction: 78% of people leave the scheme with the support needs identified at their first appointment met; 100% view the service positively.

We've also continued to promote and disseminate the considerable evidence base that we've generated, and build and maintain relationships to progress the young adult agenda, including through working with the Police Foundation to convene the **Knowledge Exchange Network** – an online forum for police officers to gain a greater understanding of and share best practice for working with young adults.

We **formed a socioeconomic duty working group** with representatives from the Welsh and Scottish police forces implementing the duty, and Northumbria, which has committed to piloting it. Meetings have been helpful in giving members space to reflect on the practicalities of implementing the duty. As a result, we've built extensive knowledge for sharing with other police authorities.

Lived experience coproduction of health and justice commissioning

The remit of **NHS England's National Health & Justice Lived Experience Team (LET)** expanded this year to cover the full justice pathway. (We had previously only worked on the non-custodial services.) We have engaged a partner, ABL Health, to deliver the work in custodial settings. We have therefore been able to continue our strategic focus on the three main non-custodial services: liaison and diversion (L&D), Mental Health Treatment Requirements (MHTRs) and RECONNECT, the service to improve continuity of care of people leaving prison.

The LET has worked throughout the year with six RECONNECT pilot sites, selected by NHS England to implement the recommendations of the LET's research from 2022/23, investigating how well RECONNECT is delivering for people in the revolving door. We have conducted peer-led research on MHTRs this year (similar to the work on RECONNECT last year), which has led to work with MHTR programme boards to support them to practically apply the LET's recommendations. The LET highlighted the importance of additional social, or peer, support to compliment the clinical sessions, particularly whilst waiting for therapy to start, in between sessions and to support the transition as therapy ends. LET members have also presented at information sessions for magistrates to improve their understanding of MHTRs and the harm of short sentences from a lived experience perspective. These sessions highlighted the lack of awareness and confidence magistrates had with MHTRs and the alleged lack of mention of MHTRs in pre-sentence reports. These points are being picked up as an ongoing priority with the MHTR oversight board.

We delivered work for **NHS England South East** to support lived experience input into the recommissioning of their L&D and RECONNECT services. And we began a two-year contract to deliver a coproduction panel for **NHS England South West**, kicking off by inputting into the commissioning of an integrated non-custodial service, bringing together L&D, primary MHTRs and RECONNECT.

Research and evaluations

We completed our work to support the **Kantar Public-led independent evaluation of the Home Office's Place-Based Accelerator**. As a result of our input, people with lived experience were able to be meaningfully involved in the design and delivery of the evaluation. This project has provided a valuable opportunity for us to learn more about different approaches to tackling drug-use, drug-related offending and drug-related deaths, which we will build on with further drug-focused commissions next year.

Sentencing and probation

Influencing sentencing

In June, three of our lived experience members gave evidence to the **House of Lords Justice and Home Affairs Committee inquiry on community sentences**. The three members had very different experiences of and outcomes from their community sentences. All three highlighted the importance of probation practitioners being compassionate and understanding, and taking the time to work with them as individuals, rather than treating their case as a tick-box exercise. Picking up a key theme of our lived experience-led [probation inquiry](#), published the previous year, all three also highlighted the importance of a well-written and timely pre-sentence report. For two out of the three it was anything but.

Later in the year, **Sentencing Council representatives** heard from our national and women's forums and the National Expert Citizens' Group for two consultations 1) on "miscellaneous amendments to sentencing", particularly relating to mitigating factors and 2) on community and custodial sentences guidelines. This is extremely rare – representatives don't usually hear first-hand from people with lived experience of being sentenced.

The [Sentencing Council response to the "miscellaneous" consultation](#) heavily referenced our members' views. Outcomes included changes to the wording explaining how remorse can present itself and that lack of remorse should not be seen as an aggravating factor. "Difficult and/or deprived background or personal circumstances" has been added as a mitigating factor in sentencing and the deprived backgrounds section is more comprehensive. Finally, the term "good character" was removed from some sections.

One of our members subsequently attended the Justice Committee roundtable on the community and custodial sentences guidelines consultation.

"Two MPs chaired the meeting, and the other people around the table included Crown Court judges, but my opinions were just as valid as theirs in that room. I thought I was going to feel a little bit out of place, but I didn't. In places it was a bit hard to understand some of the words and jargon they were saying, but the knowledge that I've gained through doing the things I've done with Revolving Doors meant I didn't feel nervous. Instead, I felt like I was as much of an expert as the other people around the table." Gareth, lived experience member

The Committee's letter to the Council referenced Revolving Doors:

"The Committee also recognises the point made by Revolving Doors that the need for a PSR [pre-sentence report] may only become apparent during the process of producing the report itself. The Council should consider whether it should be worth including a

reminder beneath the list of specific cohorts that even if an offender does not appear to fall in any of the relevant cohorts, a PSR may nonetheless be valuable.”

Press highlights included contributing to an article for *The Economist*, which featured the experiences of one of our members: [Why short prison sentences in England and Wales are a disaster](#).

Coproducing commissioning for probation support services

Our **Greater Manchester Probation Lived Experience Team** has continued to support the design, development and procurement of rehabilitative and resettlement support services for probation. People with lived experience have been involved at every stage of the commissioning cycle and trained as peer researchers to monitor services.

This year we have delivered a busy schedule of service monitoring interviews and visits for five of the seven commissioned services: peer support, women’s services, employment, training and education, accommodation, and dependency and recovery. We have supported LET members to speak to people using the services, commissioners, frontline workers and probation practitioners referring into the services. Visiting all seven services has enabled the team to build a holistic view, identifying challenges for specific services as well as cross-cutting themes. These include the impact of too many referrals, bureaucratic barriers to good support work and subsequent engagement, the need for more peer support, support for women outside of women’s services, and the impact of the environment a service is delivered in.

Greater Manchester commissioners have continued to impress the team with their openness to lived experience feedback and willingness to engage with challenging recommendations. We hope to continue the partnership next year, feeding those recommendations back into the next stage of the commissioning cycle: the design of the next generation of integrated rehabilitative services.

Courts and probation research

We have continued to carry out research to investigate the policy and practice issues that prevent the revolving door group from engaging with courts and probation, and to share and promote good practice. In January, findings from our **NIHR-funded research with the University of Lincoln on the characteristics of high-quality health and social care for people on probation** were published in *Probation Journal*. This has continued our recent success in supporting peer researchers to co-author academic papers. We are trying to get funding to pilot the standards and quality indicators developed through the research.

We also began two major research projects, both of which have picked up on the theme of engagement which came out so strongly in our work with probation in Greater Manchester: for Ministry of Justice, the **process evaluation of the national Intensive Supervision Courts (ISC) pilot programme**, in partnership with CFE Research; and, for the Mayor’s Office for Policing and Crime (MOPAC) in London, **qualitative research to investigate engagement and disengagement of women and girls with the London women’s criminal justice pathway**. For MOPAC we delivered a rapid evidence assessment and first wave

report, which focused on the perspectives of staff and stakeholders, both of which were well received. The research team delivering the ISC pilot evaluation has observed sentencing and hearings and spoken to 50 people across the initial three pilot sites – judges, court staff, those delivering interventions and people sentenced under the ISC. The first wave report is due Summer 2024.

Resetting the system

We continued our [Rethink & Reset campaign](#) to challenge costly and ineffective “solutions” to tackling crime with a six-episode podcast, which has had 539 downloads to August 2024. The most popular episodes were those with lived experience members Charlie and Caroline in which they reflected on the root causes that led them into the revolving door, what worked for them and how the system needs to change.

Improving outcomes through coproduction for people facing multiple disadvantage

We have continued to support and enable coproduction across all aspects of the Government’s £64 million Changing Futures programme for people facing multiple disadvantage in three ways: **influencing national policy makers** through the National Expert Citizens Group (NECG), **supporting the 15 local area partnership to develop their coproduction approach** to drive their systems change ambitions through the national support contract, and **ensuring that the national evaluation is coproduced by people with lived experience**.

The NECG, the National Lottery Community Fund (NLCF) funded national lived experience group for people facing multiple disadvantage, has continued to work closely with the Department for Levelling Up, Housing and Communities (DLUHC) Changing Futures policy team. They have influenced DLUHC’s post-Changing Futures proposal to HM Treasury, including co-designing a new “intensive caseworker” role. This year they were also represented on the Office for Health Improvement and Disparities (OHID) and NHS England’s expert reference group for co-occurring mental health and substance use, influencing OHID/NHS England’s joint action plan (to be published later in 2024). Dual diagnosis is one of the NECG’s four strategic priorities. The group is calling for an end to the separation of problems with drugs and/or alcohol and mental health as “dual issues”. The NECG’s work last year with Policy Lab to define how national government should support local government to address multiple disadvantage resulted in the publication of a new [guide to lived experience in policy making](#). We have also seen this year how the NECG’s recommendations are changing practice in Changing Futures partnerships:

- South Teesside used NECG dual diagnosis recommendations to develop their local approach and embed a trauma-informed assessment process.
- Greater Manchester, Essex, Sussex and Nottingham are using NECG strengths-based alternative to risk assessments recommendations to redesign their approaches.

Through the national support contract, led this year by the Making Every Adult Matter (MEAM) coalition, we have continued to support the local area partnerships to build lived

experience groups and networks, and embed principles and practices to empower people with lived experience to be part of operational and strategic decision-making. In our first year of support we saw at first hand the disconnect in many areas between involvement leads and lived experience groups on the one hand and senior programme leads on the other. Our focus over the last year has therefore been to overcome that disconnect and support coproduction at the strategic level in each area. We've provided 1:1 coaching and consultancy to lived experience leads, delivered coproduced workshops with NECG facilitators, and supported peer-peer learning through a monthly Community of Practice.

We've also continued to support a team of 16 peer researchers to design and deliver the different strands of the national evaluation (part of a consortium led by CFE Research). Peer researchers have contributed to the themes explored in the research over the last year, which include support for women, trauma-informed support and joined-up working, frontline staff experiences of casework, and the experiences of under-served groups. Peer researchers have also presented findings directly to DLUHC staff.

Procedural justice

We completed “Building Bridges, Safer Communities”, our project in Liverpool funded by the Open Society Foundation to get under the skin of what reconciliation could look like between the police and diverse communities. As part of this, with our partner, Shared Future CIC, we delivered the **UK's first ever citizens' panel on policing and community safety**. The project was designed to address the disconnect between the police and the communities they serve, including people in frequent and regular contact with the police. We therefore trained and supported a team of eight peer researchers to co-design, facilitate and co-analyse a survey with over 200 people in Liverpool and Birkenhead, most of whom had experienced multiple disadvantage, to explore what feeling safe means – and the police's role in helping people to feel safer. The findings were presented to the citizens' panel to inform their deliberations. The [citizens' panel recommendations](#) and [peer research report](#) will be launched early next year.

We delivered the pilot phase of “Lived Experience of the Law”, our research project with the Institute for Crime & Justice Policy Research (ICPR) at Birkbeck, University of London funded by the Nuffield Foundation to explore **how individuals' lived experience of the law over their lifetimes and across the range of courts and tribunals shapes their experience and understanding of access to justice**. The pilot focused on experiences of public law care proceedings drawn from 21 narrative interviews with parents and special guardians and observations in a family court. Peer researchers co-developed the interview guide, co-analysed interviews and co-facilitated and analysed a policy workshop for people with lived and professional experience of the family court to coproduce ideas for policy and practice reform. The [findings and recommendations](#) have been presented to the Public Law Working Group to inform work to reform the conduct of care proceedings and the court experience for family members. One of the peer researchers also met with a family court judge to discuss the recommendations.

“Some of the things about the family court that have come up in the interviews have really given me the passion to fight for change. I can’t wait to carry on the work and be the person conducting interviews. I’ve enjoyed all of the opportunities for facilitation, including the policy workshop, and I’ve really enjoyed working with my team.” Charlie, peer researcher

“It was great to hear reactions to the research findings and the discussions about what needs to change within the family justice system. More importantly, we were proud to see interviewees and peer researchers speak about their experiences and give their ideas for reform. As individuals who felt they had no voice in the family court, they embraced the opportunity to speak openly and indeed lead the discussion.” Nicola Campbell and Gill Hunter, researchers, ICPR

In the main phase we will investigate how experiences in the criminal and family courts throughout an individual’s life shapes their understanding and engagement in court, and sense of justice.

Lived experience-led training of frontline professionals

We completed our cycle of **lived experience-led training for Integrated Offender Management (IOM) officers** for Greater Manchester Police. The training, for which we got CPD (Continuing Professional Development) certification this year, is designed to help frontline justice professionals gain a better understanding of the root causes that can lead to people being in contact with the criminal justice system, and how to develop empathy, rapport and trusting relationships.

We’ve monitored the impact of all the training delivered over the last two years to all officers in the West Midlands, West Mercia and Greater Manchester forces:

- 100% of respondents rated the session as “good” or “very good”.
- 100% reported it increased their understanding of root causes that lead people into contact with the justice system.
- 88% of respondents said it would change the way they work.
- 100% said they would recommend lived experience involvement in IOM training to other forces.

“An eye opener, very interesting to see the other side of the story. Helpful tips around listening, what to say and what not to say.” IOM officer feedback

Focus group participants identified changes they have made to their practice because of the training. This included taking time to listen to the people on their caseload and build rapport. One officer now contacts people before they leave prison, to start building the relationship earlier. Another respondent differentiates between triggers for offending (e.g. drugs and alcohol) and root causes (e.g. trauma, lack of positive role models), which has changed their interactions.

We adapted the training to deliver “information sessions” to magistrates to support them to understand root causes and the impact of community versus short-term prison sentences. **Members have now delivered sessions to 230+ magistrates**, with more sessions planned this year.

“Best session I’ve attended since joining the magistrate’s bench.”

“You really bring a dose of reality, thank you.” Magistrates’ feedback

Specialist forums

We have continued to develop our “specialist” forums. These are dedicated spaces for marginalised, overlooked or over-represented groups to influence the criminal justice system to respond to their distinct experiences.

We **secured funding for the women’s forum** from the Hadley Trust, plus commissioned work from HM Prison and Probation Service to consult on the new Women’s Policy Framework over five sessions. Grant funding has enabled us to put time in with members to rethink how the forum operates to ensure that it is as trauma-informed and as “principled” space as possible. We’ve brought in a female reflective practitioner to support the group.

“It’s already clear that there’s some really rich and specific material for us to use – partly to shape the recommendations in the Policy Framework, and also to ‘bring it to life’ with the quotes so that readers are encouraged to hold in mind of the very direct, human, consequences of their day-to-day work.” Senior Policy Lead, HMPPS

The **neurodiversity forum** continues to be funded by Revolving Doors. The forum has worked primarily with NHS England this year to advise how to make non-custodial health and justice services more neuroinclusive.

At the end of the year, in response to the call from our young adult members, we **launched a race forum** to challenge race disproportionality in the justice system, including influencing implementation of the Police Race Action Plan. The National Police Chiefs’ Council has expressed a desire to work with the forum around the Police Race Action Plan, following a consultation focused on diversion and race with the London forum earlier in the year.

Organisational resilience

A growing membership and stronger referral network

We have worked to renew our referral network and refresh our membership, which had shrunk as we provided focused support to long-standing members to move on post-Covid. This has begun to pay off. Fourteen new members have joined in the last year, growing our overall active membership from ~40 to 60.

We ensure that our membership reflects those that are in the revolving door. As well as over representation from people facing socioeconomic disadvantage, we focus particularly on those who have a distinct experience of the justice system and/or experience worse outcomes. As a result, 29% of members for which we have data identify as racially minoritised (c.f. 27% of the prison population¹). Women are also over-represented (42% of

¹ See February 2024 Bromley Briefing: <https://prisonreformtrust.org.uk/wp-content/uploads/2024/02/Winter-2024-factfile.pdf>

our membership) compared to the lower proportion in contact with the criminal justice system. Ten members self-identify as neurodiverse and are part of our neurodiversity forum.

Members come from all over the country, with concentrations in London, Greater Manchester, Merseyside and the West Midlands. There is also a balanced mix of ages with members in their 20s to 60s (most aged 30-59).

Member development and support through the Academy

We secured funding from PA Foundation to develop the **Revolving Doors Academy**, a new initiative to support individual member development and progression. We know that the strengths-based, recovery-focused support we provide can be transformational. We support people to develop the confidence, self-belief and skills that enable them firstly to get involved in our work, and subsequently to move on with their lives. The Academy allows us to formalise and expand that approach to support more of our members more intensively. The model draws on the well-evidenced Recovery College approach, with curriculum and learning objectives created by members, and all sessions co-designed and -delivered by lived experience trainers.

In February and March we piloted the first of three eventual “levels” of training and support, with our first ever “Changemakers” induction course. Over twelve sessions, participants learned skills to be effective, healthy and confident lived experience members. Co-produced, lived experience-led modules included public speaking, safe sharing and listening, strategic thinking and media skills. Our inaugural group of twelve Changemakers impressed us with their creativity, thoughtfulness, dedication and mutual support.

We’re applying for funding for a full-time Academy Coordinator post to refine the induction Changemakers course and develop the next phases of training and move-on support, including partnerships for coaching, employability skills development and work shadowing.

Member progression and leadership

We don’t just involve people from our community of members in the work we do, we aim to be a “member-led” organisation. By this we mean that our members are at the core of everything we do. Members inform our governance and strategic decision-making. They coproduce our funding bids, the forums, our research and advocacy. And they lead the Academy and facilitate training for frontline criminal justice professionals.

Over the last year, we’ve expanded our lived experience progression and leadership roles. Members have taken on the following roles:

- Twelve members joined the **Lived Experience Advisory Panel**, our shadow board, working with Senior Leadership Team and Board to shape the agenda and input into the cycle of Board meetings. They attended the Board Away Day in November as equal collaborators. They’ve also contributed to all major strategic pieces of work.
- Eleven members have worked on our **facilitation team**, co-facilitating all forum sessions.

- Four members have worked as **peer trainers**, coproducing and delivering the Academy Changemakers course.
- One member and one former member have worked as **peer mentors**, delivering 1:1 and group sessions to support newer members to “step up” into the more intensive work delivered by our externally commissioned lived experience teams.
- A former member (one of our inaugural involvement consultants) become our first **lived experience associate**, supporting a range of activities, notably further development of the Academy Changemakers course materials.
- Another former member, who had also been an involvement consultant and staff member, joined our Board – the first ex-member to become a **trustee**. The Board appointed her for the combination of her lived experience, experience of Revolving Doors as both member and staff member, and other professional experience.

Staff development and wellbeing

In 2020/21 Trustees designated a fund to support staff capacity and wellbeing during the Covid-19 pandemic. At the start of the year, we used the remainder of these funds for a week-long “productivity blitz” course to support productive and focused working, as preparation for **trialling a 4.5 day working week** with the aim of giving staff a better work-life balance and helping us work more effectively. The evaluation of the 3-month trial (held from January to end March) was resoundingly positive, with the result that we have made the contractual change to a 4.5 day week:

- All staff found the trial had a positive impact on their productivity.
- All staff reported a positive impact on work-life balance.
- All staff reported a positive impact on their wellbeing.

Staff also appreciated that we are willing to experiment – to try out new working patterns and evaluate them properly. Job candidates, clients and partners have also reacted positively.

Outline of work for the next 12 months

Our current strategy runs to 2024. We have waited until after the general election to start a new strategy development process, engaging members, staff, trustees and key stakeholders to develop our new strategy and business plan. In the interim we have continued to implement our current strategy, developing projects that deliver our strategic aims, helping us to build the evidence base and change systems, services and discourse for the revolving doors group for the better.

Diversion and prevention

- We will work to influence the new government and intake of police and crime commissioners to adopt a distinct approach to the revolving doors group and to young adults, with diversion away from custody at its heart. This includes advocating for a national diversion strategy and continuing to advocate for a small-scale pilot of the Law Enforcement Assisted Diversion (LEAD) model, which has a good international evidence base, so that we can better understand how pre-arrest diversion can be implemented more widely in England and Wales.
- We will continue the partnership with Greater Manchester Combined Authority (GMCA) to investigate best practice in custody, conducting a lived experience-led review of one of their custody suites, feeding into a wider custody transformation project.
- We will continue to deliver the NHS England National Lived Experience Team (LET) and the South West Coproduction Panel, supporting the design, procurement and monitoring of health services in non-custodial justice settings. We will begin a pilot LET for NHS England South East, focused on non-custodial service monitoring.
- We will deliver a research coproduction group for the UK Prevention Research Partnership's (UKRPR) Violence, Health and Society Consortium (VISION), aiming to improve the measurement of violence through linking data and combining evidence across health and criminal justice.

Sentencing and probation

- We will complete the process evaluation of the national Intensive Supervision Courts pilot programme, in partnership with CFE Research and, for MOPAC, qualitative research to investigate engagement and disengagement of women and girls with the London women's criminal justice pathway.
- We hope to continue the work of the GMCA Probation LET into the next phase of commissioning – using our recommendations from the last two years of service visits to influence the next generation of integrated rehabilitative services.

Resetting the system

- We will launch “Beyond the Cycle” to influence the new national administration and showcase existing good practice.

- We will continue to support the delivery of the Changing Futures programme through the national evaluation and support contracts, local evaluations and with input from the NECG.
- We will continue to develop the NECG as *the* national lived experience group for people facing multiple disadvantage, distinct from Changing Futures, including through a new contract from OHID to deliver lived experience input into the drug strategy and an exploratory project with Deloitte.
- We will deliver deep dive research with Verian for the Home Office and OHID on engagement in Project ADDER opiates treatment. ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) is a whole-system response to problem drug use, testing innovative new approaches in 13 areas across England and Wales.

Procedural justice

- We will launch the recommendations of the citizens' panel and peer researchers for the "Building Bridges, Safer Communities" project in Liverpool.
- We will continue to develop and deliver our specialist women's, race and neurodiversity forums.
- We will continue to expand our CPD-certified lived experience-led training offer to professionals, delivering training to more police forces and probation staff, and information sessions for magistrates.
- We will deliver a good practice report on tackling racial disparity in youth justice for the Youth Justice Board.
- We will continue the main phase of our "Lived Experience of the Law" research project with Birkbeck ICPR.

Organisational resilience and cross-cutting work

- We will develop high quality communications and marketing assets, including animations, to support member recruitment.
- We will seek funding to further develop the Revolving Doors Academy to better support our members and recruit a full-time coordinator.
- In the final year of our 5-year forum funding, we will seek funding to develop and transition to a new "core approach" to lived experience-led policy, advocacy and campaigning across all our strategic priorities.
- We will continue to monitor the impact of our 4.5 day working week on staff wellbeing and productivity.

Structure, governance and management

Revolving Doors Agency is a charitable company limited by guarantee, incorporated on 17 August 1993 and registered as a charity on 22 December 1993. The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

Following a rebrand at the start of the 2022/2023 financial year we removed the term 'Agency' from our name. All our internal and external communications now use Revolving Doors. Our registered name remains The Revolving Doors Agency.

Recruitment, appointment and induction of trustees

The Board has the power to appoint additional trustees. Revolving Doors has developed role descriptions for chair, treasurer and standard board member roles. Recruitment may be carried out by advertising, with support from recommendations where appropriate. We endeavour, through the recruitment methods adopted, to reach groups of people who are under-represented in its employment, those who are members of the communities in which we work, and those who can bring relevant skills and experience to the work of the Board. The induction and training of trustees include the provision of up-to-date financial and other information about the charity, Charity Commission publications giving guidance on the role of trustees, a skills audit, and a meeting with the Chief Executive and Senior Leadership Team. All potential trustees meet a panel of lived experience members as part of the recruitment process.

Organisational structure

Revolving Doors' staff, based on headcount, averaged 12 during 2023/2024 (2022/2023: 12). Our staff are split into functional teams, involvement, and policy, research and communications, plus a central office function, reporting either directly or through line managers to the Senior Leadership Team.

The Chief Executive Officer, who leads the Senior Leadership Team, is accountable to the Board of Trustees. We also engage trusted associates who work with staff to deliver specific projects.

Our remuneration policy

The Board aims to ensure that staff receive appropriate incentives to encourage strong performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the charity. The appropriateness and relevance of the remuneration policy is reviewed annually, including with reference to sector averages and comparisons with similarly sized charities, to ensure that Revolving Doors remains a competitive employer.

We recruit subject to experience at a market competitive point, which provides scope for increases to be awarded for excellence. We do not employ interns without pay and we are committed to paying the London Living Wage for all our staff. Delivery of Revolving Doors'

charitable vision and purpose is primarily dependent on our staff, which is the largest single element of charitable expenditure.

Risk management

The Board is responsible for the effective management and oversight of risk. The full risk register is brought back to Board annually for review. It identifies major inward- and outward-facing risks across four categories (financial sustainability, organisational impact, reputation and compliance), plus a separate category of post-Covid related risks. The Board manages these risks actively through the quarterly Board cycle through recurring and special focus items on the Board agenda.

At the full annual review in October 2023, trustees agreed to close four risks, mostly all related to post-Covid recruitment and ways of working, including with our members. Experience of the last 12+ months meant that they could now all be rated as “very unlikely”.

Financial sustainability

Financial sustainability has remained a major focus on the Board over this last year due to shifts in long-term funder priorities, and the ongoing impact of the cost-of-living crisis on income and expenditure. We’ve delivered a fundraising plan, successfully targeting new funders, and developed our first corporate relationships. Social enterprise also continues to be strong.

Organisational impact

Previously the Board judged there to be a risk of our charitable activities being squeezed out by social enterprise. However, social enterprise is well established and strongly strategically aligned, as this report evidences. Board is actively managing a medium-term risk around failure to **raise funding for our core charitable activities, independently of our social enterprise** through delivery of the fundraising plan.

Strong links to civil servants across Government have enabled us to continue to influence major Government programmes, notably Changing Futures, mitigating the risk of **lack of national policy impact due to the political climate over the last year**. We have also continued to target regional and local policy impact, with good relationships in Greater Manchester and the West Midlands, and developing relationships on Merseyside.

Reputation

Board added a new risk this year around **loss of influence, legitimacy and funding due to Board and senior leadership perceived as not reflective of the revolving door**. It is being managed by Board through the actions of the Equality, Diversity and Inclusion Task & Finish group and the last round of Board recruitment. We have also strengthened the coproduction of our leadership and governance through the Lived Experience Advisory Panel (LEAP) and better communicated to funders how our decision-making and work is led by our members.

Risks related to **staff capacity and the intensity of delivery** are largely managed at Senior Leadership Team level. We have a growing bank of associates to add short-term capacity,

and are developing lived experience members as associates. We have also developed a volunteer programme (with our first volunteer expected in 2024/25). We've introduced several measures to better support staff wellbeing, including the move to a 4.5 day working week.

Ethical and safe lived experience involvement is core to our reputation. The risk of **lived experience members breaching benefit conditions as a result of payments from Revolving Doors** is low due to the robustness of our processes but requires active monitoring (through regular audits and external specialist review) due to the potential high impact. Benefits are the gateway to new member induction. We do not engage anyone until they have completed the process.

Compliance

Compliance risks relate to **failure to identify misconduct, mismanagement or breaches** and **non-compliance with key legislation**. Board has oversight of policies and there is a regular policy review cycle. A full process refresh was undertaken in 2022/23, and we have introduced a more robust and structured induction process for new staff this last year. All staff receive safeguarding and data protection induction and annual refresher training. Gaps in in-house expertise are filled through associates and trustees.

Financial review

Total income decreased by 18% to £801,397 (2023: £976,665) driven by a decrease in both grant and contract income to deliver charitable activity. Expenditure increased by 2% to £1,002,229 (2022: £979,001). As a result of this, the deficit for the year was £200,832 (2023 surplus: £2,336). The deficit on restricted reserves was £218,620 (2023 surplus: £142,177) leaving an unrestricted surplus of £17,788 (2023 deficit: £144,513).

The Board continued to support mission critical policy and influencing work not covered by grant funding, resulting in a smaller surplus on unrestricted funds. This enabled us to continue to deliver several initiatives that contributed to our strategic priorities, including building relationships with key decision makers nationally and in the combined authorities, our ongoing focus on neurodiversity, launching the race forum, and the Rethink & Reset campaign.

Business ethics

Our social enterprise activity enhances and does not detract from our overall mission and aims. All potential commercial projects are evaluated against the following criteria. We consider whether the project:

- helps achieve our mission and strategic goals.
- promotes our values.
- increases our knowledge.
- enhances our reputation and brand.
- allows for the genuine involvement of people with lived experience.
- will have a positive impact on people's lives.

We also consider:

- the impact on our independence or the perception of this independence.
- the potential risks, notably the risk to our reputation.
- whether we can withdraw from contracts if these risks change.
- the reputation and status of the customer or any partners.
- how to evaluate the project including its impact.
- Capacity of staff to deliver a high quality project.
- the potential surplus and the opportunity costs involved.

Fundraising

We rely on the commitment of the grantmakers that share our vision and have continued to back our work over the years.

Our fundraising strategy continues to balance grant and social enterprise income, to ensure that we are not over-reliant on a single income stream. We aim to grow our income sources to decrease the risks associated with over-reliance on a small number of funders. We also target relationships with funders that unlock multi-year, long-term support to protect staff capacity and reduce income generation costs. This year we commissioned and implemented a fundraising review and plan that included building relationships with family foundations that are new to Revolving Doors and our first grant from a corporate foundation.

Our grant income has decreased this year to £265,323 from £495,208 in 2022/23.

We are grateful for the support from the trustees and staff at the following organisations and institutions, who funded work carried out in 2023/24:

- The AB Charitable Trust
- Birkbeck, University of London
- The City Bridge Trust
- Lloyds Bank Foundation for England and Wales
- National Lottery Community Foundation
- Open Society Foundation
- Greater Manchester Combined Authority
- The University of Lincoln
- The University of Greenwich
- Barrow Cadbury Trust
- Hadley Trust
- PA Foundation

We do not fundraise directly from the public and do not use any professional fundraisers or commercial participators. As a result, we are not registered with the Fundraising Regulator.

Reserves

The trustees consider it prudent to maintain sufficient reserves to ensure the sustainability of Revolving Doors as an organisation and invest resources when appropriate to enhance its

impact. This strategic approach goes beyond the minimum requirement to maintain unrestricted funds in reserve to manage cash flow and working capital, and to ensure the charity could be effectively wound up should the trustees agree future income potential is insufficient to enable the charity to continue operating effectively. The external context in recent years has been particularly turbulent and the rises in costs over the last year have made it even more important to continue to maintain reserves at a robust level.

Every year the trustees review our approach to reserves. At present, the charity's minimum target is to hold sufficient reserves to cover six months' running costs, which equates to £403,490 based on this year's expenditure. The current level of unrestricted reserves is slightly higher, at £469,327, and represents seven months' running costs.

The Trustees designated £20,000 at the start of 2023/24 to support a fundraising review and add short-term staff capacity. During the year £5,504 of this fund was utilised and the remaining balance released. The Trustees created a new designation at year end of £89,000 to support mission critical policy work in 2024/25, recognising the difficulty of fundraising for this area but the key strategic importance to the charity.

Public benefit

The trustees are aware of the need to ensure that the objects, aims and activities of Revolving Doors comply with the Charity Commission guidance on public benefit and have taken due account of this guidance.

In terms of public benefit, our activities, described in detail above, are targeted at a particularly disadvantaged group in society – people who have repeat contact with the criminal justice system, generally for low-level and non-violent offences, whose offending behaviour is driven by unmet health and social needs, including mental ill-health, problematic substance use, and homelessness. It is a group that has, from childhood, disproportionately experienced trauma and abuse, neglect, poverty, community violence, racism and other forms of discrimination. We advocate for a system that recognises and addresses these root causes of contact with the criminal justice system.

Our work aims to change the lives of people in or at risk of entering this revolving door cycle of crisis and crime. In the longer term, we are seeking fundamental reform of policy and practice that will deliver long-lasting, systemic, large-scale change across England and Wales. To this end, our strategy focuses on building understanding and commitment among political leaders and policymakers at a national level and among a wide range of local leaders who have the power to change services in their area. We also have a more direct impact on the local areas in which we work. Through our policy and lived experience consultancy, service evaluations and user research, we bring about changes in services that have an immediate impact on the individuals using them.

Our involvement of people with direct experience of the issues we are tackling has a dual impact. Through their participation, lived experience members improve their skills, confidence and social networks, all of which support their recovery and reintegration into communities. At the same time, they bring insight and a powerful voice to our work to

influence decision-makers, giving politicians and officials the opportunity to explore directly what is and isn't working and how things can be made better.

Statement of responsibilities of the trustees

The trustees (who are also directors of Revolving Doors for the purposes of company law) are responsible for preparing the report of the trustees' and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2024 was 13 (2023: 11). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been approved by the trustees on 30 October 2024 and signed on their behalf by

Sarah Payne CBE – Chair



Independent examiner's report to the trustees of The Revolving Doors Agency

I report to the trustees on my examination of the accounts of The Revolving Doors Agency for the year ended 31 March 2024.

This report is made solely to the trustees as a body, in accordance with the Charities Act 2011. My examination has been undertaken so that I might state to the trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for my examination, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the charity trustees of the Company you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011 ('the 2011 Act').

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accounts in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 Accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 1 The accounts do not accord with those records; or
- 2 The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- 3 The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:

Name: Noelia Serrano FCA

Address: Sayer Vincent LLP, 110 Golden Lane, London, EC1Y 0TG

Date: 12 November 2024

The Revolving Doors Agency

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2024

		Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
	Note						
Income from:							
Charitable activities	2	549,908	240,323	790,231	499,233	471,971	971,204
Investments	3	11,166	–	11,166	5,461	–	5,461
Total income		561,074	240,323	801,397	504,694	471,971	976,665
Expenditure on:							
Fundraising activities	4	86,007	–	86,007	62,046	–	62,046
Charitable activities							
Policy	4	77,308	212,231	289,539	63,563	181,362	244,925
Lived experience	4	275,954	178,408	454,362	349,285	132,078	481,363
Research	4	104,017	68,304	172,321	174,313	16,354	190,667
Total expenditure		543,286	458,943	1,002,229	649,207	329,794	979,001
Net (expenditure) for the year and movement in funds		17,788	(218,620)	(200,832)	(144,513)	142,177	(2,336)
Reconciliation of funds:							
Total funds brought forward		540,539	329,318	869,857	685,052	187,141	872,193
Total funds carried forward		558,327	110,698	669,025	540,539	329,318	869,857

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 12a to the financial statements.

The Revolving Doors Agency

Balance sheet

Company no. 2845452

As at 31 March 2024

	Note	£	2024 £	£	2023 £
Current assets:					
Debtors	8	139,444		71,356	
Cash at bank and in hand		621,063		857,715	
		<u>760,507</u>		<u>929,071</u>	
Creditors: amounts falling due within one	9	91,482		59,214	
Net current assets			<u>669,025</u>		<u>869,857</u>
Net assets			<u>669,025</u>		<u>869,857</u>
The funds of the charity:	12a				
Unrestricted income funds:					
Designated funds		89,000		20,000	
General funds		469,327		520,539	
		<u>558,327</u>		<u>540,539</u>	
Restricted funds			<u>110,698</u>		<u>329,318</u>
Total funds			<u><u>669,025</u></u>		<u><u>869,857</u></u>

The opinion of the directors is that the company is entitled to the exemptions conferred by Section 477 of the Companies Act 2006 relating to small companies.

The directors acknowledge the following responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

Approved by the trustees on 30 October 2024 and signed on their behalf by

Sarah Payne CBE
Chair

The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2024

	2024 £	£	2023 £	£
Cash flows from operating activities				
Net cash (used in) operating activities		(247,818)		(120,691)
Cash flows from investing activities:				
Investment income received	<u>11,166</u>		<u>5,461</u>	
Net cash provided by investing activities		11,166		5,461
Change in cash and cash equivalents in the year		(236,652)		(115,230)
Cash and cash equivalents at the beginning of the year		<u>857,715</u>		<u>972,945</u>
Cash and cash equivalents at the end of the year		<u>621,063</u>		<u>857,715</u>
Analysis of cash and cash equivalents		<u>621,063</u>		<u>857,715</u>
Cash at bank and in hand		<u>621,063</u>		<u>857,715</u>
 (a) Cash flow used in operating activities:				
Net movement in funds		(200,832)		(2,336)
Interest received		(11,166)		(5,461)
(Increase)/Decrease in debtors		(68,088)		160,272
Increase/(Decrease) in creditors		32,268		(273,166)
		<u>(247,818)</u>		<u>(120,691)</u>

1 Accounting policies

a) Statutory information

The Revolving Doors Agency is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is South Bank Technopark, 90 London Road, London, SE1 6LN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Income and expenditure recognition

- i) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities
- ii) Revenue grants are credited to the statement of financial activities when received or receivable, whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.

- iii) Contractual income is recognised as incoming resources in the Statement of Financial Activities to the extent that the charity has provided the goods or service. Incoming resources received in advance are deferred until the charity becomes entitled to the resources.
- iv) Expenditure is recognised in the period in which it is incurred and includes attributable VAT which cannot be recovered.
- v) Costs of generating funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

e) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

f) Allocation of costs

Costs are directly attributed to activities wherever possible. Support costs are allocated to activities on the basis of management estimate of time incurred by staff on activities.

g) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

h) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1 Accounting policies (continued)

i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) Pensions

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The Charity has no liability under the scheme other than for payment of these contributions.

l) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
National Lottery Community Fund	–	60,925	60,925	–	68,919	68,919
The Barrow Cadbury Trust	–	16,500	16,500	–	–	–
Open Society	–	–	–	–	205,963	205,963
AB Charitable Foundation	25,000	–	25,000	25,000	–	25,000
Lloyds Bank Foundation	–	–	–	–	72,195	72,195
University of Greenwich	–	3,747	3,747	–	–	–
Hadley Trust	–	30,000	30,000	–	–	–
Greater Manchester Combined Authority	–	23,755	23,755	–	71,237	71,237
University of Lincoln	–	4,320	4,320	–	8,640	8,640
PA Foundation	–	20,000	20,000	–	–	–
City Bridge Trust	–	25,770	25,770	–	29,305	29,305
National Institute for Health and Care	–	–	–	–	4,390	4,390
Birkbeck, University of London	–	55,306	55,306	–	9,559	9,559
Contract Income	524,216	–	524,216	474,174	–	474,174
Other income	692	–	692	59	1,763	1,822
Total	549,908	240,323	790,231	499,233	471,971	971,204

3 Income from investments

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Bank interest	11,166	–	11,166	5,461	–	5,461
Total	11,166	–	11,166	5,461	–	5,461

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2024

4a Analysis of expenditure (Current year)

	Charitable activities				Governance costs	Support costs	2024 Total	2023 Total
	Fundraising £	Policy £	Lived Experience £	Research £	£	£	£	£
Staff costs (note 6)	61,466	146,998	237,765	104,850	26,653	61,915	639,647	632,977
HR services	–	–	–	–	–	7,430	7,430	25,352
Direct costs	–	83,850	121,665	25,608	–	–	231,123	163,751
Rent, rates and utilities	–	–	–	–	–	47,044	47,044	51,496
Consultant costs	–	–	–	–	–	6,950	6,950	23,164
IT support	–	–	–	–	–	10,398	10,398	10,927
Office equipment, stationery and services	–	–	–	–	–	7,270	7,270	5,026
Travel	–	–	–	–	–	9,074	9,074	3,994
Miscellaneous	–	–	–	–	–	28,600	28,600	46,157
Legal and professional fees	–	–	–	–	–	14,693	14,693	16,157
	61,466	230,848	359,430	130,458	26,653	193,374	1,002,229	979,001
Support costs	21,568	51,582	83,432	36,792	–	(193,374)	–	–
Governance costs	2,973	7,109	11,500	5,071	(26,653)	–	–	–
Total expenditure 2024	86,007	289,539	454,362	172,321	–	–	1,002,229	
Total expenditure 2023	62,046	244,925	481,363	190,667	–	–		979,001

Expenditure on charitable activities was £916,222 (2022: £916,955) of which £457,279 (2023: £587,161) was unrestricted and £458,943 (2023: £329,794) was restricted.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2024

4b Analysis of expenditure (Prior year)

	Charitable activities				Governance costs	Support costs	2023 Total
	Fundraising £	Policy £	Lived Experience £	Research £	£	£	£
Staff costs (note 6)	41,735	121,400	260,121	125,117	25,886	58,718	632,977
HR services	–	–	–	–	–	25,352	25,352
Direct costs	–	64,443	94,649	4,659	–	–	163,751
Rent, rates and utilities	–	–	–	–	–	51,496	51,496
Consultant costs	–	–	–	–	–	23,164	23,164
IT support	–	–	–	–	–	10,927	10,927
Office equipment, stationery and services	–	–	–	–	–	5,026	5,026
Travel	–	–	–	–	–	3,994	3,994
Miscellaneous	–	–	–	–	–	46,157	46,157
Legal and professional fees	–	–	–	–	–	16,157	16,157
	41,735	185,843	354,770	129,776	25,886	240,991	979,001
Support costs	18,341	53,351	114,314	54,985	–	(240,991)	–
Governance costs	1,970	5,731	12,279	5,906	(25,886)	–	–
Total expenditure 2023	62,046	244,925	481,363	190,667	–	–	979,001
Total expenditure 2022	49,450	263,526	378,092	176,898	–	–	

5 Net expenditure for the year

This is stated after charging / (crediting):

	2024 £	2023 £
Independent Examination Fees	4,250	4,800

6 Staff and Trustees

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	549,799	543,792
Social security costs	54,949	53,167
Pension costs	34,899	36,018
	639,647	632,977

1 member of staff was in receipt of total employee benefits (excluding pension contributions and employers' NI contributions) between £90,000–£100,000 in the year (2023: 1 between £90,000–£100,000).

No Trustee received remuneration for services. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £Nil (2023: £Nil) incurred by no (2023: 0) trustees relating to attendance at meetings of the trustees.

No Trustee had any beneficial interest in any contract with Revolving Doors.

The key management personnel of the Charity comprise the Trustees, Chief Executive and the Heads of departments. The total employee benefits (including pension contributions and employers' NI contributions) of the key management personnel were £289,548 (2023: £266,603).

The average staff headcount during the year was as follows:

	2024 No.	2023 No.
	12.5	13.5

The split across activities during the year was as follows:

	2024 No.	2023 No.
Policy	3.0	3.0
Lived Experience	5.0	5.5
Research	2.0	1.5
Fundraising	1.0	1.0
Support staff (including governance)	1.5	2.5
	12.5	13.5

7 Related party transactions

There were no related party transactions in 2024 or in 2023.

8 Debtors

	2024 £	2023 £
Trade debtors	117,769	42,698
Prepayments and accrued income	21,675	28,658
	139,444	71,356

9 Creditors: amounts due within one year

	2024 £	2023 £
Trade creditors	5,595	5,551
Taxation and social security	15,543	19,338
Accruals	24,435	12,912
Deferred income	–	5,062
Pension creditor	3,426	3,348
VAT	42,483	13,003
	91,482	59,214

10 Deferred income

Deferred income comprises of contract income for services which will be performed in the next financial year.

	2024 £	2023 £
Balance at the beginning of the year	5,062	258,511
Amount deferred in the year	–	5,062
Released in the year	(5,062)	(258,511)
Balance at the end of the year	–	5,062

11a Analysis of net assets between funds (current year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	–	–	–	–
Net current assets	469,327	89,000	110,698	669,025
Net assets at 31 March 2024	469,327	89,000	110,698	669,025

11b Analysis of net assets between funds (prior year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	–	–	–	–
Net current assets	520,539	20,000	329,318	869,857
Net assets at 1 April 2023	520,539	20,000	329,318	869,857

12a Movements in funds (current year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2024 £
Restricted funds:					
Policy	253,903	–	(212,231)	–	41,672
Lived experience	69,180	176,950	(178,408)	–	67,722
Research	6,235	63,373	(68,304)	–	1,304
Total restricted funds	329,318	240,323	(458,943)	–	110,698
Unrestricted funds:					
General	520,539	561,074	(537,782)	(74,504)	469,327
Designated funds	20,000	–	(5,504)	74,504	89,000
Total general funds	540,539	561,074	(543,286)	–	558,327
Total funds	869,857	801,397	(1,002,229)	–	669,025

The narrative to explain the purpose of each fund is given at the foot of the note below.

12b Movements in funds (prior year)

	At 31 March 2022 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 1 April 2023 £
Restricted funds:					
Policy	155,345	279,920	(181,362)	–	253,903
Lived experience	31,796	169,462	(132,078)	–	69,180
Research	–	22,589	(16,354)	–	6,235
Total restricted funds	187,141	471,971	(329,794)	–	329,318
Unrestricted funds:					
General	625,052	504,694	(629,521)	20,314	520,539
Designated funds	60,000	–	(19,686)	(20,314)	20,000
Total general funds	685,052	504,694	(649,207)	–	540,539
Total funds	872,193	976,665	(979,001)	–	869,857

Restricted reserves comprise those funds used for specified purposes as laid down by the donor and which were unspent at the end of the year:

Policy – policy activity involves both the delivery of funded projects primarily focused at local and regional level decision makers and stakeholders, alongside national policy work aimed at engaging with and influencing policy decisions and directions at the highest level.

Lived experience – we use our service user involvement forums as means of supporting direct dialogue and engagement between political and policy stakeholders, ensuring that the voices and experiences of traditionally marginalised groups are fed in to discussions and debate at the highest levels.

12 Movements in funds (continued)

Research – research has two primary components: service evaluations, as part of RDA's social enterprise, and research as part of or in support of funded projects, such as literature and evidence reviews. Service user involvement underpins both our policy and research activities, both of which are intended to reflect and respect the view of experts by experience.

The designated fund in March 2023 was to support staff capacity and well being and £5,504 of this fund was used in 2023/24. The Trustees reviewed the designation in March 2024 and released the remaining well being fund. A new designation was created to support the work undertaken by the policy team which is harder to cover from grant income.

13 Operating lease commitments payable as a lessee

The charity holds an operating lease with a break clause such that it does not have any significant commitment in the short or longer term.

Accounts



The Revolving Doors Agency

Annual report and financial statements

🕒 For the year ending 31 March 2023

Company number 2845452

Charity number 1030846

Registered office and operational address:

South Bank Technopark
90 London Road
London
SE1 6LN

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

K Ager	
S Ahmad (stepped down 26 April 2023)	
C Beal	Treasurer
O Blake (appointed 26 July 2023)	
S Donaldson (stepped down 26 April 2023)	
C Hedderman	
K Graham-Moore (appointed 26 July 2023)	
J Johnson	
I Parker (stepped down 26 April 2023)	
S Payne CBE	Chair
M Rutherford	
P Sethi (appointed 26 July 2023)	
R Street	
E Sweet (appointed 26 July 2023)	
T Webb OBE	

Principal staff

Pavan Dhaliwal

Katy Savage
Andy Williams
Cordelia Tucker O'Sullivan

Chief Executive

Director of Partnerships and Operations
Director of Involvement
Director of Policy Research and
Communications

Bankers

Co-operative Bank Plc.
Balloon Street
Kingshill
Manchester
M60 4EP

CAF Bank Ltd
West Malling
Kent
ME19 4TA

Virgin Money 1
Jubilee House
Gosforth
Newcastle Upon Tyne
NE3 4PL

Triodos Bank UK Ltd
Deanery Road
Bristol
BS1 5AS

Solicitors

Bates Wells LLP
10 Queen Street Place
London, EC4R 1BE

Russell-Cooke LLP
8 Bedford Row
London
WC1R 4BX

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
Invicta House, 108-114 Golden Lane
London,
EC1Y 0TL

Message from the Chair of Trustees

Dear Friends and Supporters,

As the Chair of the Board at Revolving Doors, I am delighted to present our annual review for the year 2022-2023. As this year draws to a close we look forward to a significant milestone, marking 30 years of our organisation and our unwavering commitment to breaking the cycle of crisis and crime. Our mission remains clear – to champion long-term solutions for justice reform that tackle the root causes of reoffending and support individuals on their journey towards better lives.

Our values are the compass that guides us in our daily work. We firmly believe in a humane approach that responds to unmet needs, recognises the impact of trauma, poverty, and discrimination, and empowers those with lived experience to be at the forefront of change. Our work centres on the 'revolving door' group, individuals who have repeated contact with the criminal justice system and whose struggles are often rooted in unmet, yet profound health issues and significant social needs, including substance misuse, homelessness, mental ill-health and domestic abuse.

Our success is built on a strong foundation of values that include being led by our lived experience members, acting with empathy and respect, valuing diverse perspectives, being evidence-led, fostering collaboration, and maintaining organisational credibility. These values are the essence of who we are and how we operate.

Our 2022-2024 strategic plan, co-produced with our members sets out clear focus areas for our work. These encompass diversion and prevention, sentencing and probation, resetting the system, procedural justice, and organisational resilience. Each area represents a critical aspect of our commitment to justice reform.

In the pages that follow, you will find a comprehensive overview of our key achievements over the past year in each of these areas. These achievements include our New Generation Policing project, our work on improving health and justice commissioning, our partnerships that push the scale, scope and impact of coproduction in research and evaluation, our advocacy for sentencing and probation reform, our leadership in advocating for a neuroinclusive criminal justice system, and our efforts to promote procedural justice. We are immensely proud of what we have accomplished together.

Looking ahead, we have outlined our plans for the next 12 months. These include continued advocacy for young adults, promoting the socioeconomic duty, and expanding our work on diversion. We will also persist in advocating for the implementation of recommendations from our Probation Inquiry, develop campaigns to address the criminalisation of poverty, and expand our specialist forums to better serve marginalised communities.

As an organisation, we are committed to organisational resilience, rebranding to better communicate our message, and enhancing member recruitment and progression. We are proud of the progress we have made in these areas and look forward to further strengthening our team and culture.

In closing, I want to express my sincere gratitude to our dedicated staff, our trustees, our members, our partners, and our supporters. It is your unwavering commitment and passion that drive our work and make our mission a reality. Together, we are making a positive impact on the lives of individuals affected by the criminal justice system and social injustice more broadly, and together, we will continue to break the cycle of crisis and crime.

The trustees present their report and un-audited accounts for the year ended 31 March 2023.

The accounts have been prepared in accordance with the accounting policies set out in Note 1 and comply with the charity's memorandum and articles of association, the Charities Act 2011, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard application in the UK and Republic of Ireland (FRS 102).

Our mission, vision and values

Our mission is to break the cycle of crisis and crime. We achieve this through championing 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 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 and 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'. To fulfil our ambition, we work to drive systems change in criminal justice and related sectors.

Our work is underpinned by the following values:

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

Our 2022-2024 strategic plan, coproduced by staff, trustees and our members – people with recent lived experience of the revolving door – and launched in June 2023 sets out five focus areas:

- **Diversion and prevention:** advocating for solutions that lie primarily outside the criminal justice system and that address the root causes of offending behaviours.
- **Sentencing and probation:** promoting good practice and take up of community sentences and a more flexible and person-centred approach to reform and recovery.
- **Resetting the system:** proposing bold policy solutions that address the significant challenges facing the criminal justice system and the people within it. This includes advocating for trauma-informed approaches and wider systems change.
- **Procedural justice:** advocating for the fair and humane treatment of those in the revolving door, particularly minoritised communities and women, and the agencies with which they interact.
- **Organisational resilience:** strengthening our charity in accordance with our value of being built on sound governance, finance and people.

The following report sets out key achievements across these five areas.

Key achievements

Diversion and prevention

New Generation Policing

Our New Generation Policing project largely concluded this year. The aim was to improve policing approaches to meet the needs of young adults and respond to experiences of poverty, trauma and structural inequalities. We've continued to promote and disseminate the considerable evidence base that we've generated over the last three years, build and maintain relationships and progress the young adult agenda. We welcomed the remaining members of our young adult forum into our core membership. The young adults that remain engaged with us have added huge value in the forums and other lived experience teams. Two have joined our forum facilitation team.

In June, in partnership with Bright Blue, a think tank, we held a roundtable with the then Minister for Crime and Policing, Kit Malthouse MP, several Police and Crime Commissioners (PCCs) and the Executive Director of the Youth Endowment Fund. We discussed key issues relating to young adults, policing and diversion. As a result, we have built stronger relationships, in particular with Bedfordshire OPCC, and have worked towards putting the needs and experiences of young adults in the revolving door of crisis and crime on the agenda of the Government's crime and policing remit.

Our partnership the US-based Law Enforcement Assisted Diversion (LEAD) Bureau led to Revolving Doors being invited to speak at a national diversion summit in January. One of our New Generation campaigners gave his experience of what worked and didn't work to enable him to escape the revolving door of crisis and crime, and advocated for bespoke, well-funded diversion services specifically for young adults. We also released three podcasts featuring the LEAD Bureau speaking about pre-arrest diversion and how this relates to policing in the UK and young adults. They reflected on their visit to the UK in March 2022, which we hosted, and how they feel the LEAD approach could be implemented across police forces here to serve the needs of young adults and prevent them from entering the revolving door of crisis and crime.

We have continued to promote the use of the socioeconomic duty toolkit. We have established a working group with representatives from the four Welsh OPCCs to work towards formally trialling the toolkit. We are also in talks with the Northumbria OPCC to pilot the toolkit formally in their region.

Lived experience into health and justice commissioning

The **NHS England Non-Custodial Lived Experience Team (LET)** have continued to advocate for the revolving door group across NHS England health and justice services in custody, the courts and probation. Key achievements over the last year included a peer-led mini research study to assess how well RECONNECT services have applied the LET's vision and are delivering for people in the revolving door group that are disconnected from health services, and work with Breaking Barriers Initiative to coproduce a leadership pathway for

people with lived experience working in Health & Justice services. We also concluded support to the **NHS England East Midlands Lived Experience Panel**. In the final year of the contract panel members assessed the quality of health services in prison, codesigning a survey that received over 500 responses and co-delivering focus groups with 86 people across four prisons.

Research and evaluations

We have continued to work with our involvement consultants to support the **Kantar Public-led independent evaluation of the Home Office's Place-Based Accelerator**. Our role is to ensure the meaningful involvement of people accessing the programme in the research, as well as wider input into the design and delivery of the evaluation. This project has provided a valuable opportunity for us to learn more about different approaches to tackling drug-use, drug-related offending and drug-related deaths.

We were commissioned by Clinks to develop a **briefing document to support future collaboration between Integrated Care Boards (ICBs), NHS England Health and Justice and the voluntary sector**. The aim was to support decision-making around patient pathways and community input into NHS England's Health and Justice activities. The briefing was based on a desk review and depth interviews with representatives from ICBs and NHS England Health and Justice. Our learning, however, is that ICBs are too early in their development to draw out and establish good practice.

Sentencing and probation

At the start of the year we published our [lived experience-led probation inquiry](#) – the result of speaking to 141 people with lived experience of probation supervision and 35 probation practitioners to better understand the issues that both parties experience and how they feel the Probation Service can address the root causes that drive the revolving door cycle. The inquiry was welcomed by HM Prison and Probation Service (HMPPS). Members of the Probation Lived Experience Team presented the recommendations to Sonia Flynn, then Chief Probation Officer for England and Wales.

“The Probation Service welcomes this report which provides further valuable insight into the views and experience of people who have experience of the criminal justice system and the Probation Service. We look forward to continuing to work with and seek the advice and guidance of all interested groups as we roll out our Target Operating Model which is backed by our commitment as referenced in our Engaging People on Probation National Plan. We value the recommendations and will carefully consider Revolving Doors recommendations in refining our future design.” HMPPS statement

We've continued to advocate for the implementation of the recommendations. In June we presented evidence from the inquiry to the London Assembly, speaking about the challenges facing probation in London. Our evidence was quoted in the Police and Crime Committee's [report on Probation Services in London](#), influencing its recommendations around staffing, the quality of pre-sentence reports and resettlement. Members have also co-authored articles for Magistrates Association and Probation Quarterly.

Two members featured in a training film for crown court judges to enable them to have a better understanding of the experience of being a defendant. Five members worked with the Justice Select Committee to inform a piece of work exploring the public's understanding of sentencing. Two members also gave evidence directly to the Justice Select Committee, speaking about the ineffectiveness of short prison sentences and the lack of support in prison compared with in the community.

In January our members worked with the Ministry of Justice to inform their **Resettlement 2030 Vision**. Members advocated for screening for resettlement needs to start on entering prison custody, for resettlement planning to begin and first appointments to be set up pre-release, for housing and support to be the first port of call on release, for support to be delivered through a central hub, and for peer support to be part of the resettlement journey. Members also gave in-depth feedback for Ministry of Justice officials on the design, use and potential challenges of proposed **resettlement passports** and the design of the **day of release pilot**. Members advocated for passports to be person-centred, distinct, not duplicative of other processes, and be a process that starts as early as possible.

Coproducing the commissioning of probation support services

Our **Greater Manchester Probation Lived Experience Team** has continued to support the design, development and procurement of rehabilitative and resettlement support services for Probation across seven areas (accommodation; education, training and employment; peer support; family support; women; emotional wellbeing; dependency and recovery). People with lived experience have been involved at every stage of the commissioning cycle and trained as peer researchers to evaluate services. In December the team visited four pilot wellbeing hubs. They explored first impressions of the hubs, referrals and the induction process, members' experiences and the wider service and support on offer. The feedback and subsequent recommendations have informed the design of the wellbeing hub service specification.

The project is notable for the openness of the commissioners to lived experience. We started by running a series of team building sessions that established a clear shared vision and purpose, and an appreciation of the assets that everyone brought, creating the foundation for genuine coproduction. As a result, our lived experience members know their voice has value and are comfortable to constructively challenge commissioners and service providers when required.

Courts and probation research

We have continued to carry out research to investigate the policy and practice issues that prevent the revolving door group from engaging with courts and probation, and to share and promote good practice.

We completed an **NIHR-funded research project in partnership with the University of Lincoln to improve the measurement, understanding and recording of the health and social care needs of people on probation**, and to develop indicators for the quality of care that people receive. Our peer researchers were involved throughout, co-designing the

research tools, co-facilitating focus groups and analysing findings. Outputs include a poster summary and journal article about lessons from the pandemic to improve healthcare practice (submitted for publication next year), in which one of the peer researchers is named as a co-author. The collaboration also resulted in a [book chapter on probation and mental healthcare](#), published by Routledge and co-authored by our two peer researchers.

“It’s a big achievement for me. I think it’s really important to get a lived experience direct insight when you’re talking about services and probation, and all criminal justice books should involve a lived experience voice.” Peer researcher and co-author

Finally, **HM Courts and Tribunal Service (HMCTS)** published two of our user research reports on [identifying, understanding and responding to the multiple and unmet needs of court users](#) and [understanding and improving defendant engagement in the courts process](#).

“This research undertaken by Revolving Doors listens to the views of defendants themselves to help HMCTS to better understand, and ultimately improve, defendant engagement. It has been instrumental in helping to focus our efforts to improve engagement, directly informing our ongoing behavioural trial with the police to help increase the take-up of legal representation early in the criminal justice process.” HMCTS statement

Resetting the system

In November 2022, we launched our [Rethink & Reset campaign](#) to challenge costly and ineffective “solutions” to tackling crime. We commissioned [polling](#), which revealed that the majority of the UK public believe rising poverty will lead to an increase in crime, alongside support for preventative rather than punitive measures. Activists, people with lived experience, practitioners and public figures have contributed think pieces exploring themes from drug policy to early intervention in schools and the care system, as well as policing, the criminalisation of poverty and the role of prisons, collectively calling for bold, long-term solutions that address the root causes of crime.

The campaign has developed our media and public affairs profile and supported us to engage key parliamentarians. Rethink & Reset has been featured in specialist media, and resulted in a 180% increase in social media engagement during our two-week launch – testament to the campaign’s resonance and timeliness.

Improving outcomes through coproduction for people facing multiple disadvantage

We support and enable coproduction across all aspects of the Government’s £64 million Changing Futures programme for people facing multiple disadvantage in three distinct ways: **influencing national policy makers** through the National Expert Citizen Group (NECG), **supporting the 15 local area partnership to develop their coproduction approach** to drive their systems change ambitions through the national support contract, and **ensuring that the national evaluation is coproduced by people with lived experience**.

The NECG, the National Lottery Community Fund (NLCF) funded national lived experience group for people facing multiple disadvantage, has continued to work closely with the Department for Levelling Up, Housing and Communities (DLUHC) Changing Futures policy team, meeting monthly to sense-check current thinking. It also has representation on three Changing Futures governance groups, as well as the Home Office’s Project ADDER board. This year, the NECG codesigned and delivered a project with PolicyLab to define how

national government should support local government to address multiple disadvantage. They've also worked with the Department of Health and Social Care to influence the Government's 10-year mental health strategy. In February, the NECG launched its [strategic priorities 2023-2025](#) at an NECG-led event attended by people with lived experience, plus senior national and local government stakeholders. Rather than setting out new priority areas, they have instead built on the NECG's focus areas since 2020, setting out a clear vision and call to action around dual diagnosis, the justice system, housing and homelessness, and diversity and neurodiversity.

Through the Social Finance-led national support contract, we have supported the 15 local area Changing Futures partnerships to build lived experience groups and networks, and embed principles and practices to empower people with lived experience to be part of operational and strategic decision-making. We've provided 1:1 coaching and consultancy to lived experience leads, delivered coproduced workshops alongside NECG facilitators, and supported peer-peer learning through buddying areas up and a monthly Community of Practice. We've supported several areas to develop a lived experience infrastructure from a standing start.

Having influenced the design of the national evaluation, through lived experience input into the feasibility study, we've supported a team of 15 peer researchers to design and deliver the different strands of the national evaluation (part of a consortium led by CFE Research). We've also contributed substantively, for example, writing a [rapid evidence assessment of trauma-informed approaches to supporting people facing multiple disadvantage](#), published by DLUHC.

Finally, we completed two pieces of research for NLCF-funded Fulfilling Lives local area partnerships. We published the [final learning and impact report](#) for our 5-year **evaluation of Birmingham Changing Futures Together**. The report draws together key programme lessons, the difference the programme made for people facing multiple disadvantage in Birmingham, and summarising potential next steps for the multiple disadvantage agenda in Birmingham. We also published the findings of a peer research project for Inspiring Change Manchester exploring [training, volunteering and employment pathways for people with personal experience of multiple disadvantage](#).

Procedural justice

We began work on our new procedural justice focus area with an exciting project in Merseyside funded by the **Open Society Foundation** to get under the skin of what reconciliation could look like between the police and diverse communities. We are working with local people and community organisations to design and implement a participatory process for allocating resources to increase perceptions of public safety. Activity this year has focused on building relationships with and buy-in from strategic stakeholders, including the Chief Constable, Mayor and the Police and Crime Commissioner, and building the evidence base, which we have done through a broad-based public survey on perceptions of public safety and targeted peer research, focusing on young adults and people from minoritised communities.

Late in the year we kicked off a major 2.5 year research project with the Institute for Crime & Justice Policy Research at Birkbeck, University of London funded by the Nuffield Foundation to explore **how individuals' lived experience of the law over their lifetimes and across the range of courts and tribunals shapes their experience and understanding of access to justice**. This was the first time that we've coproduced a major academic research proposal with academics and our members, and represents a step change in the scale of our criminal justice-related academic research. The research will be coproduced throughout and used to inform policy workshops to codevelop practical solutions to address barriers to understanding, engagement and a sense of justice.

Lived experience-led training of frontline professionals

"Powerful, important input. It changes perceptions that are ingrained in some officers. Helps us to better understand people we are trying to engage." IOM training participant

We extended our **lived experience-led Integrated Offender Management (IOM) training** to West Mercia and Greater Manchester Police. This training, originally developed for West Midlands Police, comes at the end of a police-delivered IOM course and is designed to help officers gain a better understanding of the root causes that can lead to people being in contact with the criminal justice system, and how to develop empathy, rapport and trusting relationships. This training meets a significant gap identified in the 2020 joint thematic inspection of IOM, which recommended prioritising training in working with vulnerable adults. It's been welcomed by IOM officers as an inspirational way to change attitudes and behaviours.

Specialist forums

We have continued to develop our "specialist" forums. These are dedicated spaces for different – often marginalised or overlooked – groups to influence the criminal justice system to respond to their distinct experiences.

"Not only do I have a voice which is actually listened to, not just by the charity, by Government ministers, which is really unique, but also by having a forum to share my experiences with other women who have been through the same thing. It has been really beautiful and I think the bonds you form in this are lifelong." Women's forum member

The **women's forum** is now well established, with a strong and consistent membership. The forum has continued its association with the Ministry of Justice Residential Women's Centre team, consulting further on the design of the pilot centre. Members will be invited to visit the centre when it opens in January 2024. The women also worked with Ministry of Justice officials to consult on the New Delivery Plan of the Female Offender Strategy, with NHS England London, to consult on the new pan-London female pathway, and Senedd Cymru's Equality and Social Committee to inform their inquiry into Women's Experiences in the Criminal Justice System.

In the wake of the publication of the Criminal Justice Joint Inspection review of evidence on neurodiversity in the criminal justice system, we spotted an opportunity to influence the Ministry of Justice's response and plan. We set up a **neurodiversity forum** in late 2021 which has worked closely throughout the last year with the Ministry of Justice to respond to

the recommendations of the review, co-developing an action plan and informing its implementation.

“Working on the Neurodiversity Action Plan with lived experience consultants from Revolving Doors has put a face to the policies we are developing. It has provided an increased understanding of how crucial it is to increase our offer for neurodivergent people coming through the criminal justice system.” Dr Stephanie Gibb, Neurodiversity Policy Lead at the Ministry of Justice

As a result of our members’ feedback, the Ministry of Justice team has increased their engagement with the police, planning a roundtable specifically on policing and neurodiversity with the third sector, engaged with the judicial office to advise them on neurodiversity training, engaged with HM Courts and Tribunal Service on neurodiversity friendly courts, and worked with leads across probation to implement community-based neurodiversity commissioned services. Our members influenced the creation of Neurodiversity Support Managers in prisons, the expansion of the use of peer mentors across the system and – through additional work with NHS England Health and Justice – the RECONNECT neurodiversity pathway for people leaving prison. Forum members continue to make the case passionately for a neuroinclusive criminal justice system, arguing that services that work better for neurodivergent people will work better for everyone.

In September 2022, we published our coproduced [neurodiversity policy position](#). It received strong public cross-sector support from Anawim, APPEAL, the Centre for Mental Health, Clinks, Learning Disability Wales, the Police Foundation, and the UK Acquired Brain Injury Forum. The digital campaign for its launch resulted in a 51% increase in social media engagement across all platforms and a 77% increase in website traffic. The launch video was our best performing tweet of the year.

Organisational resilience

Rebrand

At the start of the year we unveiled our new brand identity and website. We consulted widely, including with our members, both on our brand and how we communicate our message to expert and non-expert audiences. Our logo and colours are bolder. Our communications style is more accessible. We’ve diversified our social media to engage with new and different audiences, and increased infographic, audio and video content. We’ve seen more engagement with our content as a result. For example, between March and June 2022 there was a 1,350% increase in reactions to our LinkedIn posts and a 2,300% increase in shares. We removed images of members from our website. We believe in people’s power to change and move on with their lives – and move on from us. We don’t want to trap members in their old identities. We also dropped “Agency” from our name. It felt like a hangover from our time as a frontline provider.

Focus on member recruitment

This has been a year of transition. During the Covid-19 pandemic we transformed our model, to deliver frequent online forums, maintaining engagement and contact with our lived experience members. This year, we’ve moved back to a more sustainable pattern, delivering a total of 30 sessions across our various forums. We also held our first in-person events, with

three regional member-led “showcases”. We designed them to relaunch our in-person presence in the three regions and renew our referral network, which has suffered from the lack of face-to-face time. Our members made the case brilliantly for how we work, both in terms of impact on the system and on them as individuals. We also created a new Member Officer role, focusing on member recruitment, induction and support. Finally, we’ve put effort into member recruitment on social media. We’ve launched channels on Instagram and TikTok, to reach a different, younger demographic, as well as targeting referrers and new members through Twitter and LinkedIn.

Overall lived experienced membership has shrunk this year, as we’ve supported more experienced members to move on post-pandemic, and as the recruitment drive has yet to fully bear fruit. However, it’s been a question of quality over quantity: member engagement has been extremely high across all our work. We are confident that we are now rebuilding the referral networks we need for membership to grow again next year.

Member progression and leadership

We’ve continued to develop our lived experience progression and leadership roles. Both of our inaugural Lived Experience Involvement Consultants moved into employment and handed over to a new cohort, who have continued to support new members. This includes skills development and workshops on how to take part in involvement in a safe way, plus OCN-accredited facilitation training to 11 members of the forum facilitation team.

We are on a journey internally to ensure we become more member-led. We held a series of externally facilitated sessions with staff, lived experience members and trustees to explore equality, diversity and inclusion (EDI) from the perspective of power and privilege. In response, we formed an EDI task and finish group, with staff, trustee and member representatives, to rethink our approach to coproducing our leadership and governance and to develop an action plan. We’ve renewed our Lived Experience Advisory Panel (our shadow board), and are trialling a new approach with the Senior Leadership Team to coproducing the substantive work we take to the Board each quarter.

Staff development

In 2020/21 Trustees designated a fund to support staff capacity and wellbeing during the Covid-19 pandemic. This year we used a portion of the fund for individual and collective staff development. This included a two-day externally facilitated course to develop coaching skills across the team.

Outline of work for the next 12 months

We will continue to implement our strategy, developing proactive projects that will enable us to have an impact in these areas, and deliver social enterprise projects that help us to build the evidence base and positively influence systems, services and discourse for the revolving doors group.

Diversion and prevention

- We will continue to use evidence generated over the last three years of our New Generation Policing project to advocate for a distinct approach for young adults. This will include promoting learning from the trailblazer sites.
- We will continue to share knowledge and good practice between police forces through the Knowledge Exchange Network, in partnership with The Police Foundation.
- We will work with one police force to pilot the socioeconomic duty and share learning with other forces.
- We will continue to make the case and build partnerships for a small-scale pilot of LEAD where the model can be tested in its purest form so that we can better understand how pre-arrest diversion can be implemented more widely in England and Wales, and to demonstrate the benefits of intensive, non-coercive support for people at risk or already in contact with the criminal justice system.
- We hope to extend the collaboration with GMCA to investigate best practice in custody, conducting lived experience-led scoping research and codesign of a new pilot custody suite.
- We will continue to deliver the NHS England National Lived Experience Team, supporting the design of health services in non-custodial justice settings. We will also begin new partnerships at the regional level to support the design and procurement of integrated non-custodial services.
- We will continue to work with our involvement consultants to support the conclusion of the Kantar Public-led independent evaluation of the Home Office's Place-Based Accelerator.

Sentencing and probation

- We will continue to advocate for the recommendations of our Probation Inquiry to be implemented.
- We will begin two major research projects: for Ministry of Justice, the process evaluation of the national Intensive Supervision Courts pilot programme, in partnership with CFE Research and the Institute for Lifecourse Development at the University of Greenwich; and, for MOPAC, qualitative research to investigate engagement and disengagement of women and girls with the London women's criminal justice pathway.
- The work of the Manchester Probation Lived Experience Team on Integrated Rehabilitative Services (IRS) will continue with quality checks on the peer support and women's services.

Resetting the system

- We will use our 30th anniversary as the opportunity to develop a campaign on the criminalisation of poverty with cross-party support to secure a commitment to greater use of diversion.
- We will complete our 'Rethink and Reset' project with the release of a podcast series and a report that consolidates the key themes of the campaign and highlights creative solutions to address the root causes of crime.
- We will continue to support the delivery of the Changing Futures programme through the evaluation and support contracts, and input from the NECG.

Procedural justice

- We will continue to deliver and develop our specialist forums, advocating for a criminal justice system that responds to the distinct needs of women, and for a more neuroinclusive system that is developed in collaboration with people with lived experience.
- Responding to the call from our young adult members, we will launch a race forum to influence implementation of the Police Race Action Plan and challenge race disproportionality in the criminal justice system.
- We will continue to expand our lived experience-led training offer to professionals, delivering training to more police forces and information sessions for magistrates.
- We will complete the Open Society Foundation-funded project to design and implement a participatory process for allocating resources to increase public safety in the city of Liverpool.

Organisational resilience

- We will continue to rebuild our referral networks to refresh our lived experience membership. We will also further develop our member induction, training, support and progression offer to enable all members to fulfil their potential.
- We will create a working culture task and finish group to further develop and implement a supportive and flexible working culture within Revolving Doors. This will include embedding learning from two rounds of all-staff training to create a more consistent 'Revolving Doors' working culture.

Structure, governance and management

Revolving Doors Agency is a charitable company limited by guarantee, incorporated on 17 August 1993 and registered as a charity on 22 December 1993. The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

Following a rebrand at the start of the year we have removed the term 'Agency' from our name, so all our internal and external communications now use Revolving Doors. Our registered name remains Revolving Doors Agency.

Recruitment, appointment and induction of trustees

The Board has the power to appoint additional trustees. Revolving Doors has developed role descriptions for chair, treasurer and standard board member roles. Recruitment is carried out by advertising, with support from recommendations where appropriate. We endeavour, through the recruitment methods adopted, to reach groups of people who are under-represented in its employment, those who are members of the communities in which we work, and those who can bring relevant skills and experience to the work of the Board. The induction and training of trustees include the provision of up-to-date financial and other information about the charity, Charity Commission publications giving guidance on the role of trustees, a skills audit, and a meeting with the Chief Executive and Senior Leadership Team. All potential trustees meet a panel of lived experience members as part of the recruitment process.

Organisational structure

Revolving Doors' staff, based on headcount, averaged 14 during 2022/2023 (2021/2022: 14). Our staff are split into functional teams, involvement, and policy, research and communications, plus a central office function, reporting either directly or through line managers to the Senior Leadership Team.

The Chief Executive Officer, who leads the Senior Leadership Team, is accountable to the Board of Trustees. We also engage trusted associates who work with staff to deliver specific projects.

Our remuneration policy

The Board aims to ensure that staff receive appropriate incentives to encourage strong performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the charity. The appropriateness and relevance of the remuneration policy is reviewed annually, including with reference to sector averages and comparisons with similarly sized charities, to ensure that Revolving Doors remains a competitive employer.

We recruit subject to experience at a market competitive point, which provides scope for increases to be awarded for excellence. We do not employ interns without pay and we are committed to paying the London Living Wage for all our staff. Delivery of Revolving Doors'

charitable vision and purpose is primarily dependent on our staff, which is the largest single element of charitable expenditure.

Risk management

The Board is responsible for the effective management and oversight of risk. The current Board risk register, adopted in January 2019 and brought back to Board annually for review, identifies major inward- and outward-facing risks across four categories (financial sustainability, organisational impact, reputation and compliance). The Board manages these actively through quarterly recurring and special focus items on the Board agenda. In September 2022 the Board and Senior Leadership Team carried out an externally facilitated risk review.

Financial sustainability

Failure to raise income; lack of cash flow. Financial risks are monitored through quarterly management accounts, income target and pipeline reporting, plus annual reporting against quantitative and qualitative business plan targets. Cash flow is strong: we started and ended the financial year with 12+ months positive cash flow. Social enterprise continues to be very strong, but financial sustainability is a higher-likelihood medium-term risk over next 2-3 years as a result of shifts in long-term funder priorities and the impact of the cost-of-living crisis on income and expenditure. This was discussed at the September 2022 risk review session and was the focus of the Board's February 2023 Away Day. As a result, we undertook a fundraising consultancy to take stock of our existing donor relationships, and identify and scope with new trusts and foundations. We've also started to develop relationships with potential corporate sponsors to further diversify our income sources.

Organisational impact

Failure to achieve impact due to a squeeze on charitable activities as a result of raising and delivering social enterprise. Social enterprise work is well established and strongly strategically aligned, as this report evidences. Strategic impact is a key factor in the Senior Leadership Team's bid decision-making. Board interrogates the strategic relevance of social enterprise through quarterly pipeline and project assurance reporting. Therefore, as this is now judged to be a very low likelihood risk, it will be refocused in 2023/24. The higher likelihood risk in the medium term is that we fail to raise funding to deliver our core charitable activities, independently of our social enterprise. The Board is very alive to this risk – see previous paragraph on failure to raise income.

Failure to achieve impact because of the current political climate. Strong links to civil servants across Government have enabled us to continue to influence major Government programmes, notably Changing Futures, despite the considerable political churn nationally. We have also continued to target regional and local policy impact, with good relationships in Greater Manchester and the West Midlands, and developing relationships on Merseyside. Impact is monitored through the Chief Executive's report, policy and public affairs report, and project assurance reporting.

Reputation

High senior staff and Board turnover; lack of staff capacity to deliver funded projects resulting in poor quality or late projects, staff burnout and low morale, leading to staff losses and further capacity issues. Both risks were active in 2022/23 and had short-term impact in terms of loss of institutional knowledge and external contacts. However, we successfully managed a Board refresh, with three trustees stepping down in April 2023 and being replaced at the next Board in July. We also recruited a new permanent Director of Policy, Research and Communications in November 2022, bringing stability to the Senior Leadership Team after a period of interim appointments. The capacity risk is always a challenge in a small organisation, and is also a function of our funding model and success at bringing in new social enterprise projects. This is largely managed at Senior Leadership Team level in terms of managing staff recruitment and induction, and managing and monitoring staff capacity, which we factor into our social enterprise bid decisions. We undertook a process refresh in 2022/23, which included induction, handover and project management.

Lived experience members breaching benefit conditions as a result of payments from Revolving Doors. Ethical and safe lived experience involvement is core to our reputation. Likelihood has been downgraded to “possible but unlikely” due to the robustness of our processes. Benefits are the gateway to new member induction – we do not engage anyone until they have completed the process. We carry out regular auditing through Salesforce, plus an annual Board audit and external specialist review.

Compliance

Failure to identify misconduct, mismanagement or breaches as a result of insufficiently robust processes; non-compliance with key legislation as a result of failure to horizon scan and prepare for legal changes. We maintain separation of roles for financial processes in so far as possible in a small team. In addition, a full process refresh was undertaken in 2022/23. Board has oversight of policies and there is a regular policy review cycle. Gaps in in-house expertise are filled through associates (e.g. for HR and accounting) and trustees (legal). All staff receive safeguarding and data protection induction and annual refresher training. Safeguarding and data breaches are logged and reported to Board. To keep abreast of potential changes, staff monitor updates from Russell Cooke, Sayer Vincent, Unlock, NCVO, ACEVO and others, as well as through informal third sector peer networks.

Financial review

Total income decreased by 12% to £976,665 (2022: £1,107,539) driven by a decrease in contract income to deliver charitable activity. Expenditure increased by 13% to £979,001 (2022: £867,967). As a result of this, the deficit for the year was £2,336 (2022 surplus: £239,572). The surplus on restricted reserves was £142,177 (2022 deficit: £16,369) leaving an unrestricted deficit of £144,513 (2022 surplus: £255,941). The deficit on unrestricted reserves was a result of a decision to continue to support key policy work not covered by grant funding. This enabled us to continue to deliver a number of initiatives that contributed to our strategic priorities, including the Knowledge Exchange Network, in partnership with

the Police Foundation, our focus on neurodiversity, including work with the Ministry of Justice and NHS England, plus developing our own policy position, and the Rethink & Reset campaign.

Business ethics

Our social enterprise activity enhances and does not detract from our overall mission and aims. All potential commercial projects are evaluated against the following criteria. We consider whether the project:

- helps achieve our mission and strategic goals.
- promotes our values.
- increases our knowledge.
- enhances our reputation and brand.
- allows for the genuine involvement of people with lived experience.
- will have a positive impact on people's lives.

We also consider:

- the impact on our independence or the perception of this independence.
- the potential risks, notably the risk to our reputation.
- whether we can withdraw from contracts if these risks change.
- the reputation and status of the customer or any partners.
- how to evaluate the project including its impact.
- Capacity of staff to deliver a high quality project.
- the potential surplus and the opportunity costs involved.

Fundraising

We rely on the commitment of the grantmakers that share our vision and have continued to back our work over the years.

Our fundraising strategy continues to balance grant and social enterprise income, to ensure that we are not over-reliant on a single income stream. We aim to grow our income sources to decrease the risks associated with over-reliance on a small number of funders. We also target relationships with funders that unlock multi-year, long-term support to protect staff capacity and reduce income generation costs.

Our grant income has increased this year to £495,208 from £479,156 in 2021/22.

We are grateful for the support from the trustees and staff at the following organisations and institutions, who funded work carried out in 2022/23:

- The AB Charitable Trust
- The City Bridge Trust
- The Esmée Fairbairn Foundation
- John Ellerman Foundation
- Lloyds Bank Foundation for England and Wales
- National Lottery Community Foundation

- Open Society Foundation
- Greater Manchester Combined Authority
- The Nuffield Foundation
- National Institute for Health and Care Research
- The University of Lincoln

We do not fundraise directly from the public and do not use any professional fundraisers or commercial participators. As a result, we are not registered with the Fundraising Regulator.

Reserves

The trustees consider it prudent to maintain sufficient reserves to ensure the sustainability of Revolving Doors as an organisation and invest resources when appropriate to enhance its impact. This strategic approach goes beyond the minimum requirement to maintain unrestricted funds in reserve to manage cash flow and working capital, and to ensure the charity could be effectively wound up should the trustees agree future income potential is insufficient to enable the charity to continue operating effectively. The external context in recent years has been particularly turbulent and the rises in costs over the last year have made it even more important to continue to maintain reserves at a robust level.

Every year the trustees review our approach to reserves. At present, the charity's minimum target is to hold sufficient reserves to cover six months' running costs, which equates to £428,765 based on this year's expenditure. The current level of unrestricted reserves is slightly higher, at £520,539, and represents seven months' running costs plus £20,000 remaining from a designation to support staff capacity.

The Trustees previously designated £60,000 in 2020/21 to support staff during the Covid-19 pandemic. During the year funds were used to support staff development and wellbeing, including one-off payments to all staff below director level to recognise the increased financial pressure due to cost-of-living increases. The Trustees have reviewed this designated fund and reduced the balance to £20,000. The remaining balance will support staff capacity during 2023/24.

Patrons

We rely on the commitment and support of our patrons who work hard to promote our work, and to whom we offer our gratitude and thanks.

Public benefit

The trustees are aware of the need to ensure that the objects, aims and activities of Revolving Doors comply with the Charity Commission guidance on public benefit and have taken due account of this guidance.

In terms of public benefit, our activities, described in detail above, are targeted at a particularly disadvantaged group in society – people who have repeat contact with the criminal justice system, generally for low-level and non-violent offences, whose offending behaviour is driven by unmet health and social needs, including mental ill-health, problematic

substance use, and homelessness. It is a group that has, from childhood, disproportionately experienced trauma and abuse, neglect, poverty, community violence, racism and other forms of discrimination. We advocate for a system that recognises and addresses these root causes of contact with the criminal justice system.

Our work aims to change the lives of people in or at risk of entering this revolving door cycle of crisis and crime. In the longer term, we are seeking fundamental reform of policy and practice that will deliver long-lasting, systemic, large-scale change across England and Wales. To this end, our strategy focuses on building understanding and commitment among political leaders and policymakers at a national level and among a wide range of local leaders who have the power to change services in their area. We also have a more direct impact on the local areas in which we work. Through our policy and lived experience consultancy, service evaluations and user research, we bring about changes in services that have an immediate impact on the individuals using them.

Our involvement of people with direct experience of the issues we are tackling has a dual impact. Through their participation, lived experience members improve their skills, confidence and social networks, all of which support their recovery and reintegration into communities. At the same time, they bring insight and a powerful voice to our work to influence decision-makers, giving politicians and officials the opportunity to explore directly what is and isn't working and how things can be made better.

Statement of responsibilities of the trustees

The trustees (who are also directors of Revolving Doors for the purposes of company law) are responsible for preparing the report of the trustees' and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are

also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2023 was 11 (2022: 12). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been approved by the trustees on 25 October 2023 and signed on their behalf by

Sarah Payne CBE – Chair



Independent examiner's report to the trustees of The Revolving Doors Agency

I report to the trustees on my examination of the accounts of The Revolving Doors Agency for the year ended 31 March 2023.

This report is made solely to the trustees as a body, in accordance with the Charities Act 2011. My examination has been undertaken so that I might state to the trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for my examination, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the charity trustees of the Company you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011 ('the 2011 Act').

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accounts in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. The accounts do not accord with those records; or
3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:

Name: Noelia Serrano FCA

Address: Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Date: 16 November 2023

The Revolving Doors Agency

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from:							
Charitable activities	2	499,233	471,971	971,204	752,821	354,512	1,107,333
Investments	3	5,461	–	5,461	205	–	205
Total income		504,694	471,971	976,665	753,026	354,512	1,107,538
Expenditure on:							
Fundraising activities	4	62,046	–	62,046	49,450	–	49,450
Charitable activities							
Policy	4	63,563	181,362	244,925	57,449	206,077	263,526
Lived experience	4	349,285	132,078	481,363	233,640	144,452	378,092
Research	4	174,313	16,354	190,667	156,546	20,352	176,898
Total expenditure		649,207	329,794	979,001	497,085	370,881	867,966
Net (expenditure)/income for the year and movement in funds		(144,513)	142,177	(2,336)	255,941	(16,369)	239,572
Reconciliation of funds:							
Total funds brought forward		685,052	187,141	872,193	429,111	203,510	632,621
Total funds carried forward		540,539	329,318	869,857	685,052	187,141	872,193

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 12a to the financial statements.

The Revolving Doors Agency

Balance sheet

Company no. 2845452

As at 31 March 2023

	Note	£	2023 £	£	2022 £
Current assets:					
Debtors	8	71,356		231,628	
Cash at bank and in hand		857,715		972,945	
		<u>929,071</u>		<u>1,204,573</u>	
Creditors: amounts falling due within one year	9	59,214		332,380	
Net current assets			<u>869,857</u>		<u>872,193</u>
Net assets			<u>869,857</u>		<u>872,193</u>
The funds of the charity:	12a				
Unrestricted income funds:					
Designated funds		20,000		60,000	
General funds		520,539		625,052	
		<u>540,539</u>		<u>685,052</u>	
Restricted funds			<u>329,318</u>		<u>187,141</u>
Total funds			<u>869,857</u>		<u>872,193</u>

The opinion of the directors is that the company is entitled to the exemptions conferred by Section 477 of the Companies Act 2006 relating to small companies.

The directors acknowledge the following responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

Approved by the trustees on 25th October 2023 and signed on their behalf by

Sarah Payne CBE
Chair

The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2023

	2023 £	£	2022 £	£
Cash flows from operating activities				
Net cash (used in)/provided by operating activities		(120,691)		308,606
Cash flows from investing activities:				
Investment income received	5,461		205	
Net cash provided by investing activities		5,461		205
Change in cash and cash equivalents in the year		(115,230)		308,811
Cash and cash equivalents at the beginning of the year		972,945		664,134
Cash and cash equivalents at the end of the year		857,715		972,945
Analysis of cash and cash equivalents		857,715		972,945
Cash at bank and in hand		857,715		972,945
 (a) Cash flow provided by operating activities:				
Net movement in funds		(2,336)		239,572
Interest received		(5,461)		(205)
Decrease/(increase) in debtors		160,272		(96,255)
(Decrease)/Increase in creditors		(273,166)		165,494
		(120,691)		308,606

1 Accounting policies

a) Statutory information

The Revolving Doors Agency is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is South Bank Technopark, 90 London Road, London, SE1 6LN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Income and expenditure recognition

- i) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities
- ii) Revenue grants are credited to the statement of financial activities when received or receivable, whichever is earlier.
Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.
- iii) Contractual income is recognised as incoming resources in the Statement of Financial Activities to the extent that the charity has provided the goods or service. Incoming resources received in advance are deferred until the charity becomes entitled to the resources.
- iv) Expenditure is recognised in the period in which it is incurred and includes attributable VAT which cannot be recovered.
- v) Costs of generating funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

e) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

f) Allocation of costs

Costs are directly attributed to activities wherever possible. Support costs are allocated to activities on the basis of management estimate of time incurred by staff on activities.

g) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

h) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1 Accounting policies (continued)

i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) Pensions

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The Charity has no liability under the scheme other than for payment of these contributions.

l) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Income from charitable activities

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
National Lottery Community Fund	-	68,919	68,919	-	76,577	76,577
Lankelly Chase Foundation	-	-	-	94,721	-	94,721
The Barrow Cadbury Trust	-	-	-	-	19,900	19,900
Open Society	-	205,963	205,963	-	14,712	14,712
AB Charitable Foundation	25,000	-	25,000	-	-	-
Lloyds Bank Foundation	-	72,195	72,195	-	65,592	65,592
Esmée Fairbairn Foundation	-	-	-	-	108,018	108,018
John Ellerman Foundation	-	-	-	30,000	-	30,000
Greater Manchester Combined Authority	-	71,237	71,237	-	29,140	29,140
University of Lincoln	-	8,640	8,640	-	2,160	2,160
King's College	-	-	-	-	5,476	5,476
City Bridge Trust	-	29,305	29,305	-	29,860	29,860
National Institute for Health and Care	-	4,390	4,390	-	-	-
The Nuffield Foundation	-	9,559	9,559	-	-	-
Public Health England	-	-	-	-	3,000	3,000
Contract Income	474,174	-	474,174	628,100	-	628,100
Other income	59	1,763	1,822	-	77	77
Total	499,233	471,971	971,204	752,821	354,512	1,107,333

3 Income from investments

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Bank interest	5,461	-	5,461	205	-	205
	5,461	-	5,461	205	-	205

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2023

4a Analysis of expenditure (Current year)

	Charitable activities				Governance costs	Support costs	2023 Total	2022 Total
	Fundraising £	Policy £	Lived Experience £	Research £	£	£	£	£
Staff costs (note 6)	41,735	121,400	260,121	125,117	25,886	58,718	632,977	566,515
HR services	-	-	-	-	-	25,352	25,352	17,887
Direct costs	-	64,443	94,649	4,659	-	-	163,751	166,427
Rent, rates and utilities	-	-	-	-	-	51,496	51,496	11,286
Consultant costs	-	-	-	-	-	23,164	23,164	35,298
IT support	-	-	-	-	-	10,927	10,927	9,172
Office equipment, stationery and services	-	-	-	-	-	5,026	5,026	7,781
Travel	-	-	-	-	-	3,994	3,994	1,563
Miscellaneous	-	-	-	-	-	46,157	46,157	33,785
Legal and professional fees	-	-	-	-	-	16,157	16,157	18,252
	41,735	185,843	354,770	129,776	25,886	240,991	979,001	867,966
Support costs	18,341	53,351	114,314	54,985	-	(240,991)	-	-
Governance costs	1,970	5,731	12,279	5,906	(25,886)	-	-	-
Total expenditure 2023	62,046	244,925	481,363	190,667	-	-	979,001	
Total expenditure 2022	49,450	263,526	378,092	176,898	-	-		867,966

Expenditure on charitable activities was £916,955 (2022: £818,516) of which £587,161 (2022: £447,635) was unrestricted and £329,794 (2022: £370,881) was restricted.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2023

4b Analysis of expenditure (Prior year)

	Charitable activities				Governance costs	Support costs	2022 Total
	Fundraising £	Policy £	Lived Experience £	Research £	£	£	£
Staff costs (note 6)	34,784	134,566	206,792	117,327	21,499	51,547	566,515
HR services	–	–	–	–	–	17,887	17,887
Direct costs	–	72,220	84,107	10,100	–	–	166,427
Rent, rates and utilities	–	–	–	–	–	11,286	11,286
Consultant costs	–	–	–	–	–	35,298	35,298
IT support	–	–	–	–	–	9,172	9,172
Office equipment, stationery and services	–	–	–	–	–	7,781	7,781
Travel	–	–	–	–	–	1,563	1,563
Miscellaneous	–	–	–	–	–	33,785	33,785
Legal and professional fees	–	–	–	–	–	18,252	18,252
	34,784	206,786	290,899	127,427	21,499	186,571	867,966
Support costs	13,151	50,877	78,184	44,359	–	(186,571)	–
Governance costs	1,515	5,863	9,009	5,112	(21,499)	–	–
Total expenditure 2022	49,450	263,526	378,092	176,898	–		867,966
Total expenditure 2021	48,749	218,637	271,405	201,715	–	–	

5 Net expenditure for the year

This is stated after charging / (crediting):

	2023 £	2022 £
Operating lease rentals:	–	11,286
Independent Examination (2022: Auditor's) Fees	4,800	8,000

6 Staff and Trustees

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	543,792	502,485
Social security costs	53,167	32,991
Pension costs	36,018	31,039
	632,977	566,515

1 member of staff was in receipt of total employee benefits (excluding pension contributions and employers' NI contributions) between £90,000–£100,000 in the year (2022: 1 between £80,000–£90,000).

No Trustee received remuneration for services. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £Nil (2022: £Nil) incurred by no (2022: 0) trustees relating to attendance at meetings of the trustees.

No Trustee had any beneficial interest in any contract with Revolving Doors.

The key management personnel of the Charity comprise the Trustees, Chief Executive and the Heads of departments. The total employee benefits (including pension contributions and employers' NI contributions) of the key management personnel were £266,603 (2022: £238,427).

The average staff headcount during the year was as follows:

	2023 No.	2022 No.
	13.5	14

The split across activities during the year was as follows:

	2023 No.	2022 No.
Policy	3.0	4.0
Lived Experience	5.5	5.5
Research	1.5	2.0
Fundraising	1.0	0.5
Support staff (including governance)	2.5	2.0
	13.5	14.0

7 Related party transactions

There were no related party transactions in 2023 or in 2022.

8 Debtors

	2023 £	2022 £
Trade debtors	42,698	155,626
Prepayments and accrued income	28,658	76,002
	71,356	231,628

9 Creditors: amounts due within one year

	2023 £	2022 £
Trade creditors	5,551	–
Taxation and social security	19,338	13,948
Accruals	12,912	22,722
Deferred income	5,062	258,511
Pension creditor	3,348	3,005
VAT	13,003	34,194
	59,214	332,380

10 Deferred income

Deferred income comprises of contract income for services which will be performed in the next financial year.

	2023 £	2022 £
Balance at the beginning of the year	258,511	79,093
Amount deferred in the year	5,062	258,511
Released in the year	(258,511)	(79,093)
Balance at the end of the year	5,062	258,511

11a Analysis of net assets between funds (current year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	–	–	–	–
Net current assets	520,539	20,000	329,318	869,857
Net assets at 31 March 2023	520,539	20,000	329,318	869,857

11b Analysis of net assets between funds (prior year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	–	–	–	–
Net current assets	625,052	60,000	187,141	872,193
Net assets at 31 March 2022	625,052	60,000	187,141	872,193

12a Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2023 £
Restricted funds:					
Policy	155,345	279,920	(181,362)	–	253,903
Lived experience	31,796	169,462	(132,078)	–	69,180
Research	–	22,589	(16,354)	–	6,235
Total restricted funds	187,141	471,971	(329,794)	–	329,318
Unrestricted funds:					
General	625,052	504,694	(629,521)	20,314	520,539
Designated funds	60,000	–	(19,686)	(20,314)	20,000
Total general funds	685,052	504,694	(649,207)	–	540,539
Total funds	872,193	976,665	(979,001)	–	869,857

The narrative to explain the purpose of each fund is given at the foot of the note below.

12b Movements in funds (prior year)

	At 31 March 2021 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2022 £
Restricted funds:					
Policy	150,123	211,299	(206,077)	–	155,345
Lived experience	40,672	135,577	(144,453)	–	31,796
Research	12,715	7,636	(20,351)	–	–
Total restricted funds	203,510	354,512	(370,881)	–	187,141
Unrestricted funds:					
General	369,111	753,027	(497,086)	–	625,052
Designated funds	60,000	–	–	–	60,000
Total general funds	429,111	753,027	(497,086)	–	685,052
Total funds	632,621	1,107,539	(867,967)	–	872,193

Restricted reserves comprise those funds used for specified purposes as laid down by the donor and which were unspent at the end of the year:

Policy – policy activity involves both the delivery of funded projects primarily focused at local and regional level decision makers and stakeholders, alongside national policy work aimed at engaging with and influencing policy decisions and directions at the highest level.

Lived experience – we use our service user involvement forums as means of supporting direct dialogue and engagement between political and policy stakeholders, ensuring that the voices and experiences of traditionally marginalised groups are fed in to discussions and debate at the highest levels.

12 Movements in funds (continued)

Research – research has two primary components: service evaluations, as part of RDA's social enterprise, and research as part of or in support of funded projects, such as literature and evidence reviews. Service user involvement underpins both our policy and research activities, both of which are intended to reflect and respect the view of experts by experience.

Trustees took the decision to designate £60,000 of general funds as at 31 March 2020 towards a fund to support staff well being as a result of the impact from the COVID-19 pandemic. During the year funds were used to support staff development and wellbeing, including one-off payments to all staff below director level to recognise the increased financial pressure due to cost-of-living increases. The Trustees have reviewed this designated fund and reduced the balance to £20,000 to support staff capacity in 2023/24.

13 Operating lease commitments payable as a lessee

The charity holds an operating lease with a break clause such that it does not have any significant commitment in the short or longer term.

Accounts



The Revolving Doors Agency

Annual report and financial statements

🕒 For the year ending 31 March 2022

Company number 2845452

Charity number 1030846

Registered office and operational address:

South Bank Technopark
90 London Road
London
SE1 6LN

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

K Ager (appointed 1 February 2022)

S Ahmad

C Beal

C Clarke

S Donaldson

C Hedderman

J Johnson

I Parker

S Payne CBE

M Rutherford

R Street

T Webb

Treasurer from 1 February 2022

Treasurer until 1 February 2022

Chair

Principal staff

Pavan Dhaliwal

Katy Savage (Leah Selinger – maternity cover)

Andy Williams

Anna Henry

Chief Executive

Director of Partnerships and Operations

Director of Involvement

Director of Policy Research and Communications

Bankers

Co-operative Bank Plc.
Balloon Street
Kingshill
Manchester
M60 4EP

CAF Bank Ltd
West Malling
Kent
ME19 4TA

Virgin Money 1
Jubilee House
Gosforth
Newcastle Upon Tyne
NE3 4PL

Triodos Bank UK Ltd
Deanery Road
Bristol
BS1 5AS

Solicitors

Bates Wells LLP
10 Queen Street Place
London, EC4R 1BE

Russell-Cooke LLP
8 Bedford Row
London
WC1R 4BX

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
InvictaHouse, 108-114 Golden Lane
London,
EC1Y 0TL

Message from the Chair of Trustees

As we move towards a refreshed strategy for the coming years, this opportunity to reflect on the work of the organisation in 2021/22 brings into focus not only the sheer scope and range of areas in which we have had a real impact but also what is needed in the challenging times ahead as we work to change the outcomes for people caught in the revolving door of crisis and crime, and improve the services and systems designed to help them.

My second year as Chair of Revolving Doors has seen the organisation ease into a new way of hybrid working, keeping the growing lived experience member forums online to ensure both safety and greater geographical reach. Much of our work over the course of the year is described in the report and you will see how we have been working to both influence national policy and local practice with the voices and expertise of our lived experience members at the front and centre of all we do.

Our work on the government-funded Changing Futures programme for which we are delivering, with partners, the support contract began in earnest. Strategically this is so important in enabling us to fulfil our mission: we are working across 15 areas in England supporting multi-agency partnerships as they test new ways of working to help improve outcomes for people experiencing multiple disadvantages. Our team has worked to ensure that each area takes account of the experience of those eligible for support as they seek to improve services. This is paying dividends as we see lived experience being both reflected in and embedded in redesigned services at the individual, service and, crucially, system level. Our National Experts Citizen's Group (NECG) which has become the 'go to' group across Government to consult on matters relating to multiple disadvantages is now also working on advising the Changing Futures programme. Members of the NECG saw their work in previous years – with Dame Carol Black on the Independent Review of Drugs – not only reflected in full in the recommendations of the review but crucially also in the Government's ten year drug plan 'From Harm to Hope', which has committed record levels of funding into drug treatment services. We know all too well that plans are only as strong as their implementation and the cultures in which they are implemented, so this is an area which we will continue to monitor and seek to influence to ensure they are accessible and available to the revolving door group of people. We also turned our focus internally and undertook a Governance Review and have started a process of examining inclusion and diversity within our organisation and the context in which we work from the perspective of power and privilege.

The launch of our lived experience inquiry into probation attracted senior leadership from the The Probation Service along with practitioners and policymakers to hear findings from a vital report driven by our members' concerns with inconsistencies in practice on the ground. Our team presented the solutions-focused recommendations to NPS teams and we will be working closely to monitor the commitments they have made.

We welcomed our American partners from the Public Defenders Association LEAD Bureau to build upon the excellent work done throughout the year on the New Generation Policing project. This included the launch of a socioeconomic toolkit to assist Police and Crime

Commissioners (PCCs) to potentially reduce the inequalities of outcomes which result from socioeconomic disadvantage which would be extremely pertinent to those in the revolving door. This opened up conversations with the newly elected cohort of PCCs.

We visited police forces across the country to advocate for the diversion of young adults and were pleased to see the fruits of the project in the many initiatives now in place. We have also been strongly advocating for pre-custody programmes to prevent young adults from becoming trapped in the system in the first place. We made this case to the Policing Minister and government officials at an event we held in Westminster.

So much of our work is dependent on influencing practice on the ground and finding out what does and does not work directly from those who use services as they have the keenest of insights borne of experience. This is what we are known for and we continue to be in high demand to advise and assist a range of public services across the country. Our research and evaluation team worked on projects in both Manchester and Birmingham to identify how providers may best reach underrepresented groups. They also work alongside commissioners to enable them to secure the most impactful outcomes.

This is simply a brief overview of Revolving Doors' astounding work and I encourage you to read our latest Impact Report. 2022 and beyond bring a renewed vigour and focus which enable us to build upon the decades of evidence we have gathered and apply that lens to the new world in which we find ourselves. Chairing Revolving Doors is such a privilege and I am confident that we will continue to make great strides as an organisation in working to break the harmful and corrosive cycle of crisis and crime.

Our mission, vision and values

Our mission is to break the cycle of crisis and crime. We aim to achieve this through championing long-term solutions for justice reform that tackle the root causes of reoffending and support people's journeys towards better lives. We recognise that to fulfil our ambition we need to work to drive systems change in the criminal justice sphere and related sectors.

We advocate for a humane approach that responds to people's unmet needs and works with them to reach their full potential and 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 and 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 disadvantages'.

Throughout 2021 and early 2022, Revolving Doors staff, lived experience members and trustees worked together to develop a new strategy for 2022-2024. The plan sets out five strategic priorities:

- Diversion and prevention
- Sentencing and probation
- Procedural justice
- Rethinking and resetting the system
- Organisational resilience.

As this strategy was not finalised until June 2022, the key achievements outlined below are more closely aligned to our previous strategy, which concentrated on three key stages of the criminal justice system: policing, courts, and probation and community sentences. We have also had a cross-cutting objective of embedding and mainstreaming lived experience in decision making in the criminal justice system.

Key achievements

Empowering the voices of people with lived experience

Our lived experience membership is supported by our involvement team. The team has established a culture in which lived experience members can safely meet and contribute to debates. This is a culture that has developed over time, and which has created policy forums that can pick up an issue very quickly and address it in practical terms with recommendations that policymakers and service developers can take forward.

As well as contributing to debates, our lived experience members have been able to **influence policy and practice**. For example, staff from the Ministry of Justice Residential Women's Centre team attended our Women's Forum several times to consult members on the design of the Residential Women Centre (RWC) pilot in Wales. Members had the opportunity to share their views on staffing, the presence of children at the centres, rules around substance use and move-on support and the physical environment, which helped to shape the service design. In addition, three members of the Women's Forum gave oral evidence at the Women in Prison Inquiry, led by the Justice Select Committee in July 2021. The members spoke to the Committee about the importance of trauma-informed approaches to women in the criminal justice system, how well-funded, holistic community solutions offer a better alternative to custodial sentences, and the importance of appropriate accommodation provisions upon release from prison.

The NHS England Non-Custodial Lived Experience Team continue to advocate for the revolving door group across NHS England health and justice services. Key activities in the past year have included shaping the RECONNECT programme that supports people who leave prison to reintegrate into the community health system, and helping to develop the Lived Experience Charter, a kite mark for organisations employing people with lived experience. The East Midlands Lived Experience Panel (LEP) has also continued to co-produce the commissioning activities of NHS England Health and Justice services across the East Midlands. This includes Liaison and Diversion (L&D), healthcare across custodial estates, Sexual Assault Referral Centres (SARCs) and the Community Sentence Treatment Requirement (CSTR) programme.

The National Expert Citizen Group (NECG) carried on supporting the National Lottery Community Fund (NLCF) Fulfilling Lives Programme, as areas began to bring services to a close, and is now the lived experience representative group for the Department for Levelling Up, Housing and Communities' (DLUHC) Changing Futures Programme. As part of this, the NECG has helped to influence the priorities for the Changing Futures programme and to select funded areas. This process has involved working closely with DLUHC and therefore created better connections in government. The NECG has also presented recommendations at national events on topics including dual diagnosis, housing/homelessness and system change/coproduction.

As part of the Strategic Review of Policing, the Police Foundation researchers facilitated consultation sessions with our New Generation Campaigners, as well as our Women's

Forum, Northern & Southern Forums. This process enabled the review to include personal perspectives of people who had been in the criminal justice system and helped to contextualise the wider findings of the relationship between the public and the police.

In collaboration with Russell Webster, we co-developed best practice guidelines around providing better peer volunteering opportunities to people with lived experiences of multiple disadvantages. The report was informed by the experiences of 253 service user volunteers and several of our members were on the strategic co-production team. Final outputs have been shared widely with services, commissioners and peer volunteers and include [a range of videos and reports](#).

Our Probation Lived Experience Team, supported by our research and policy teams, played a key role in designing and delivering our Probation Lived Experience Inquiry. The inquiry involved speaking to 141 people with lived experience and 35 probation practitioners. It was driven from the outset by our Probation Lived Experience Team who were concerned about the inconsistencies of probation practice. The inquiry has given us the evidence we need to advocate for solutions-led policy and practice change in probation, particularly around key Pre-Sentence Reports (PSRs). It has also strengthened our models for more closely involving people with lived experience across our work.

As far as possible, and like our Probation Lived Experience Inquiry, our research projects are underpinned by the lived experience of our members who support the design, implementation, analysis and reporting of our work. Hence, we have also empowered the voice of people with lived experience through co-designing and delivering **peer research projects**.

This includes a project exploring training, volunteering and employment pathways for people with personal experience of multiple disadvantages in Manchester and a research project exploring vaccine uptake amongst people in Birmingham with experience of multiple disadvantages. Peer researchers have also supported research conducted in collaboration with the University of Lincoln to critically examine the impact of the pandemic on probation services, from the perspectives of both probation practitioners and people under probation supervision. This research has been shared widely including through [posters and guides for practitioners](#), and an [academic journal article](#).

Additionally, peer researchers on collaborative cancer in custodial settings study (in collaboration with partners including the University of Surrey and King's College London) have been supported to share their reflections on peer research through a [journal article](#) to support academics to co-produce research alongside people with lived experience more safely and meaningfully.

Supporting lived experience involvement to drive systems to change nationally

In addition, to being part of the Changing Futures evaluation team, we are also working with Social Finance to deliver programme support. Our role is to support Changing Futures areas to co-produce the governance, design and delivery of their programmes with people with

lived experience of multiple disadvantages. This has included running a Community of Practice for Lived Experience Leads, supporting areas think about how to reward involvement and role modelling what good quality co-production looks like. Therefore, we have been able to influence and enable co-production in several areas of England and across a range of statutory and VCS organisations.

Supporting effective service delivery through research and evaluation projects

The research function in Revolving Doors works across two levels – the macro level where we review and evaluate evidence across the sector and the micro level where we focus on specific policy or service-level issues. As well as presenting findings we develop a strong set of recommendations on how to adapt policy and services, based on the insights of people with lived experience.

We have continued to evaluate services that seek to improve outcomes for people experiencing multiple disadvantages. Since November 2021, we have been part of a consortium, led by CFE Research, working on the national evaluation of the Changing Futures Programme. As part of this, we have authored a rapid evidence assessment on trauma-informed approaches, supported systems mapping activity and are currently recruiting peer researchers to ensure that ongoing activity is co-designed and delivered with people with lived experience. We are now in the last year of the Birmingham Changing Futures Together evaluation. As part of this, we have conducted research on their lived experience involvement group, how services can better engage under-represented groups, and overall programme learning and impact.

We were commissioned by Greater Manchester Combined Authority (GMCA) to better understand the service user experience through the integrated Liaison and Diversion (L&D) service they commission. This research has been used by GMCA to inform their re-commissioning of the service and, once published, will support us to share learning with L&D services across England.

We have also designed and delivered bespoke training to HM Prison and Probation Service (HMPPS) around safely and meaningfully involving people with lived experience across research projects. This training has been used by HMPPS to inform the development of a research network that aims to bring together people with lived experience and professionals working within HMPPS to develop and further strengthen models of co-production.

Policy and campaigns

Our policy team provides convincing, well-presented evidence and recommendations on why there is a need to focus on people in the revolving door and how policy and services need to be developed differently to better respond to the root causes that drive cycles of crisis and crime. The team works hand in hand with the involvement and research teams. We provide expertise on new and changing legislation, driven by our research and the expertise of our lived experience members, and develop the practical evidence base on

which policy and services for those with multiple disadvantages can be developed as well as horizon scanning for emerging issues.

Continuing to raise awareness of the unique needs of young adults

New Generation Forum

Our policy and involvement teams continued to engage with our New Generation forum – young adults with experience of repeat police contact – on a weekly basis until May 2022. In these forums, we discussed topics including racial disparities in policing, stop and search practices, and diversity within the police. Members of the group were able to speak at the Runnymede Trust's Race and Community APPG event on the PCSC Bill and the LEAD reception where Minister for Crime and Policing Kit Malthouse MP gave a keynote speech. They also fed into the Police Foundation's Strategic Review of Policing and co-developed a briefing for PCCs to advocate for young adults to focus in their Police and Crime plans.

Demonstrating the link between socioeconomic deprivation and experiences of policing

In December 2021, we launched our socioeconomic toolkit – which provides a simple guide for Police and Crime Commissioners to implement a socioeconomic duty into their policing practice. The duty is in place in Scotland and Wales (though it does not apply to police in Wales). To launch the toolkit, Police and Crime Commissioner for Northumbria Kim McGuinness spoke about the role of policing in challenging socioeconomic deprivation, as well as representatives from the Child Poverty Action Group and Just Fair. The toolkit was presented to the four Welsh PCCs in December 2021 who have shown an interest in formally committing to the socioeconomic duty in relation to policing as a result.

We launched the toolkit alongside our research with Leaders Unlocked and Newcastle University which demonstrated the complex interplay of the various dimensions of inequality that impact young people's lives, engagement in crime and interaction with the police.

Partnership working with Police and Crime Commissioners, the police and other policy and delivery organisations

Through our focus on young people in the New Generation policing project, we have developed true working partnerships with the police, PCCs as well as policy and service developers. In partnership with the Police Foundation, we have continued to develop the Knowledge Exchange Network (KEN). The KEN has proved to be an invaluable space to foster peer-to-peer learning, knowledge and practice change among policing professionals. Revolving Doors sits at the apex of this partnership as a conduit to systems change with those who can deliver on the ground. Topics covered at Network meetings have included disproportionality across policing, youth engagement, out-of-court disposals and trauma-informed practice in policing. Since its inception, the Network membership has grown to 234, to better practice and policy across the policing landscape.

We have also worked with PCCs and police forces in England and Wales to develop innovation trailblazers. This includes co-facilitating discussions with young adults on probation to get their views and experiences to inform MOPAC's new £3 million young adult hub in Newham; supporting Leicestershire OPPC and Police Service to design and recommission a young adult pathway aiming to divert young adults away from the cycle of crisis and crime into support; and creating a strategic blueprint for Durham and Darlington OPCC to lead them forward in improving the experience of young adults in the justice system.

Continuing to advocate for diversion approaches

In October 2021, we launched a strategic partnership with the US-based community diversion programme the LEAD Bureau, to learn more about and promote their pre-arrest diversion model. The approach aligns with our desire to see people who face repeat contact with the criminal justice system due to unmet needs receive non-coercive support and avoid arrest. Over 100 delegates attended the launch event, and we had follow-up conversations with police forces, the NPCC and the Home Office about the model. We also held a roundtable for 20 senior civil servants from the Ministry of Justice, Home Office, Department of Health and Social Care and Ministry of Housing, Communities and Local Government to present the evidence around LEAD.

In March 2022, we hosted LEAD on a visit to meet police officers, policymakers and sector stakeholders in Blackpool, Merseyside, Leicestershire and London. We were delighted with the positive response to the LEAD model and follow up work is planned.

We also published an [evidence review](#) of practice and policy approaches (in the UK and internationally) that have been found to be effective in supporting people to move away from the cycle of crisis and crime and towards positive futures.

Outline of work for the next 12 months

We will begin to implement our new strategy, developing related proactive projects that will enable us to have an impact in these areas, and deliver new and current social enterprise projects that help us to build the evidence base and positively influence systems, services and discourse for the revolving doors group.

- We will continue to support the delivery of the Changing Futures programme through the evaluation and support contracts and input from the NECG.
- We will complete an NIHR-funded research project, in collaboration with the University of Lincoln, that seeks to build on staff and ‘service-user’ views and experience to develop healthcare indicators that support the probation service to meet people’s health and social care needs. We will also advocate for the recommendations of our Probation Inquiry to be implemented.
- We will use upcoming publications to share good practices and raise awareness of policy and practice issues that are preventing the revolving door group from fulfilling their ambitions. This includes a journal article on employment and training pathways for people experiencing multiple disadvantages, a book chapter on probation mental healthcare that was co-produced with two members, a literature review on social power in service provision, and two user research reports for HM Courts and Tribunal Service. The findings from our peer research project on cancer in prisons with King’s College London and the University of Surrey will also be launched at the House of Lords.
- We will work with our involvement consultants to support the Kantar Public-led independent evaluation of the Home Office’s Place-Based Accelerator to meaningfully involve people accessing the programme in the research, and provide wider input into the design and delivery of the evaluation. This project also provides an opportunity for us to learn more about different approaches to tackling drug-use, drug-related offending and drug-related deaths.
- We will continue our partnership with LEAD Bureau and aim to develop a small-scale initiative where their model can be tested in its purest form so that we can better understand how pre-arrest diversion can be implemented more widely in England and Wales, and to demonstrate the benefits of intensive, non-coercive support for people at risk or already in contact with the criminal justice system.
- We will launch and deliver our ‘Rethink and Reset’ project, which will bring together partners across academia, media, politics, the voluntary sector and business to discuss innovative propositions for systems change relating to criminal justice, poverty, housing, and racial disparities – amongst other issues. This will consist of think pieces, podcasts, and roundtables and will be complemented by a dynamic communications campaign. The project will enable us to influence parliamentarians on key issues and develop our media and public affairs profile.

- We will begin delivery of our Open Society Foundation-funded project, where we are seeking to work with local people and organisations to design and implement a participatory process for allocating resources to increase public safety in the city of Liverpool.
- We will develop evidence based guides to demonstrate how joint working and engagement can be encouraged between Health and Justice services and the newly formed Integrated Care Systems, on behalf of Clinks.
- We will refresh our lived experience membership, and identify partner organisations that can support us to identify a diverse array of individuals whose experience and expertise we can build upon. In addition, we will work to identify pathways to support members to progress into education, training and employment opportunities.
- Having successfully worked alongside the GMCA Integrated Rehabilitation Services (IRS) team, the lived experience team will begin a new project to undertake quality checks of their newly commissioned rehabilitative probation services.
- We will look to co-develop a new inquiry alongside our lived experience membership that supports the new strategic plan.
- Building on the success in the West Midlands, we will look to expand on the training provided to Integrated Offender Management teams, and to other police forces.
- We will work with Pro Bono Economics to explore the cost of people being caught in the cycle of crisis and crime, and the savings made from addressing needs and preventing reoffending.
- We will continue our new brand consolidation and refresh to ensure that all outputs and channels are consistent and recognisable, and build our organisational resilience and efficiency through a full process review and refresh.

Structure, governance and management

Revolving Doors Agency is a charitable company limited by guarantee, incorporated on 17 August 1993 and registered as a charity on 22 December 1993. The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

Following a rebrand we have removed the term 'Agency' from our name, so all our internal and external communications now use Revolving Doors. Our registered name remains Revolving Doors Agency.

Recruitment, appointment and induction of trustees

The Board has the power to appoint additional trustees. Revolving Doors has developed role descriptions for chair, treasurer and standard board member roles. Recruitment is carried out by advertising, with support from recommendations where appropriate. We endeavour, through the recruitment methods adopted, to reach groups of people who are under-represented in its employment, those who are members of the communities in which we work, and those who can bring relevant skills and experience to the work of the Board. The induction and training of trustees include the provision of up-to-date financial and other information about the charity, Charity Commission publications giving guidance on the role of trustees, a skills audit, and a meeting with the Chief Executive and other staff.

Organisational structure

Revolving Doors' staff, based on headcount, averaged 14 during 2021/2022 (2020/2021: 12). Our staff are split into functional teams, reporting either directly or through line managers to the Senior Leadership Team. In 2021/22 we merged the research and policy functions, to create a joint policy, research and communication team.

The Chief Executive Officer, who leads the Senior Leadership Team, is accountable to the Board of Trustees. We also engage trusted associates who work with staff to deliver specific projects.

Our remuneration policy

In determining Revolving Doors' remuneration policy, the Board takes into account all relevant factors and regularly reviews sector averages. The objective of the policy is to ensure that staff are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the charity. The appropriateness and relevance of the remuneration policy are reviewed annually including reference to comparisons with similarly sized charities ensuring Revolving Doors remains competitive as an employer.

We aim to recruit, subject to experience, at a market competitive point which provides scope for increases to be awarded for excellence. We do not employ interns without pay and we are committed to paying the London Living Wage for all our staff. Delivery of Revolving

Doors' charitable vision and purpose is primarily dependent on our staff, which is the largest single element of charitable expenditure.

Risk management

The Board has ultimate responsibility for the effective management and oversight of risk. The current Board risk register, adopted in January 2019 and brought back to Board annually for review, identifies major inward- and outward-facing risks across four categories (financial sustainability, organisational impact, reputation and compliance). The Board manages these actively through recurring and special focus items on the Board agenda. In September 2022 the Board and Senior Leadership Team carried out an externally facilitated Risk Review.

Financial sustainability

Failure to raise income; lack of cash flow. Both financial risks have been extremely low likelihood over the last few years but are monitored carefully as impact would be existential. Financial risks are monitored through quarterly management accounts, income target and pipeline reporting, plus annual reporting against quantitative and qualitative business plan targets. Financial sustainability will become a higher-likelihood risk over the coming 2-5 years as a result of shifts in long-term funder priorities and the impact of the cost of living crisis on both income and expenditure. This was discussed at the September 2022 risk review session and will be the focus of the Board's November 2022 Away Day.

Organisational impact

Failure to achieve impact due to a squeeze on charitable activities as a result of raising and delivering social enterprise. Low risk but potentially high reputational (and therefore financial) impact if not actively managed. Social enterprise work is well established all opportunities are assessed by the Senior Leadership Team for strategic relevance; Board interrogates this through quarterly pipeline and project assurance reporting.

Failure to achieve impact because of the current political climate. Judged an extremely likely risk at national level. As a result, we have targeted regional and local policy impact, although strong links to civil servants across Government have enabled us to continue to influence major Government programmes, for example, Changing Futures. Impact is monitored through the Chief Executive's report, policy and public affairs report, and project assurance reporting.

Reputation

High senior staff and Board turnover; lack of staff capacity to deliver funded projects resulting in poor quality or late projects, staff burnout and low morale, leading to staff losses and further capacity issues. Both risks have been likely and active in 2021/22. Both have short-term impact in terms of loss of institutional knowledge and external contacts. High Board turnover risks its impact to govern effectively. Frequent recruitment and induction divert resources from delivery, further exacerbating the capacity risk. The capacity risk is likely – partly due to our success at bringing in new projects – but has potentially serious financial and reputational impacts. The risks are largely managed at Senior Leadership Team

level in terms of managing recruitment and induction, and managing and monitoring staff capacity. We are planning a process refresh in 2021/22, which will include induction, handover and project management.

Lived experience members breaching benefit conditions as a result of payments from Revolving Doors. Likelihood has been downgraded to “possible but unlikely” due to the robustness of our processes. Benefits are the gateway to new member induction – we do not engage anyone until they have completed the process. However, reputational impact of a breach would be very serious – ethical and safe lived experience involvement is core to our reputation. We carry out regular auditing through Salesforce, plus an annual Board audit and external specialist review

Compliance

Failure to identify misconduct, mismanagement or breaches as a result of insufficiently robust processes; non-compliance with key legislation as a result of failure to horizon scan and prepare for legal changes. In a small team without in-house legal or HR expertise and frequently working at capacity, both compliance risks are possible and would be potentially very serious, both financially and reputationally. We maintain separation of roles for financial processes in so far as it is possible in a small team. In addition, a full process refresh is planned for 2022/23. Board has oversight of policies and there is a regular policy review cycle. Gaps in in-house expertise are filled through associates (e.g. for HR and accounting) and trustees (legal). All staff receive safeguarding and data protection induction and annual refresher training. Safeguarding and data breaches are logged and reported to Board. To keep abreast of potential changes, staff monitor updates from Russell Cooke, Sayer Vincent, Unlock, NCVO, ACEVO and others, as well as through informal third sector peer networks.

(Post-)Covid pandemic related risks

An additional risk register was created in March 2020 to facilitate the management of risks related specifically to the Covid-19 pandemic. These included risks related to staff recruitment (likely as it is a challenge across the sector), wellbeing and motivation issues and damage to organisational culture and processes due to working from home and the subsequent adjustment to hybrid working, staff illness, and specific risks around the low take-up of vaccines amongst our members and in the revolving doors group more generally. Covid risks were brought back to Board as a standing item in 2021/22.

Financial review

Total income increased by 6% to £1,107,539 (2021: £1,041,635) driven by an increase in contract income to deliver charitable activity. Expenditure increased by 2% to £867,967 (2021: £848,762). As a result of this, the surplus for the year was £239,572 (2021: 192,873). The deficit on restricted reserves was £16,369 (2021: £68,257 surplus) leaving an unrestricted surplus of £255,941 (2021: £124,616).

The unrestricted surplus for the year provides Revolving Doors with additional financial resilience, both to meet Board requirements to manage future risks (including those associated with the Covid-19 pandemic) and to support the ongoing development of the medium- to the longer-term business plan. A significant proportion of budgeted income for the current financial year (2022/23) has been secured and this improved financial position gives us the opportunity to utilise unrestricted reserves to focus on achieving future targets beyond this year.

Business ethics

We have worked to ensure that our social enterprise activity enhances and does not detract from our overall mission and aims. All potential commercial projects are evaluated against a number of criteria before we commit to them. When applying the criteria, we will consider whether the project:

- helps achieve our mission and strategic goals.
- promotes our values.
- increases our knowledge.
- enhances our reputation and brand.
- allows for the genuine involvement of people with lived experience.
- will have a positive impact on people's lives.

We will also consider:

- the impact on our independence or the perception of this independence.
- the potential risks, notably the risk to our reputation.
- whether we can withdraw from contracts if these risks change.
- the reputation and status of the customer or any partners.
- how to evaluate the project including its impact.
- the potential surplus and the opportunity costs involved.

Fundraising

We rely on the commitment of the grantmakers that share our vision and have continued to back our work over the years. In 2021/22, we continued to access support from a number of our long-standing and much valued supporters and welcomed support from one new grantmaker.

Our fundraising strategy continues to balance grant and social enterprise income, to ensure that we are not over-reliant on a single income stream. In 2020/21 our social enterprise grew relative to grants, but continued to be well-balanced. We also aim to grow our income sources to decrease the risks associated with over-reliance on a small number of funders. Finally, we set targets around grant project size, aiming for multi-year, long-term support to protect staff capacity and reduce income generation costs.

Our grant income has decreased this year, from £579,199 in 2020/21 to £479,156. However, we have strong secured support for the coming financial year.

We are grateful for the support from the trustees and staff at:

- The AB Charitable Trust
- The Barrow Cadbury Trust
- The City Bridge Trust
- The Esmée Fairbairn Foundation
- John Ellerman Foundation
- The Lankelly Chase Foundation
- Lloyds Bank Foundation for England and Wales
- National Lottery Community Foundation
- The Oak Foundation
- Open Society Foundation

We do not fundraise directly from the public and do not use any professional fundraisers or commercial participators. As a result, we are not registered with the Fundraising Regulator.

Reserves

The trustees consider it prudent to maintain the current level of reserves to ensure that Revolving Doors' work continues into the future. Securing future funding streams can take time and resources, and it is important that reserve levels are maintained during that process.

Revolving Doors' policy is to maintain unrestricted funds in reserves to manage cash flow and working capital, which would ensure the charity could be effectively wound up should the trustees agree future income potential is insufficient to enable the charity to continue operating effectively. On an annual basis, the trustees consider a risk-based calculation for reserves looking at the maximum estimated requirements to ensure the charity is able to meet financial commitments to stakeholders.

During 2020/21 the trustees reviewed the policy in light of the COVID-19 pandemic and increased the policy to cover six months' running costs. The risk reserve requirement identified by trustees is £428,993. The current level of unrestricted reserves is £625,052 and represents nearly nine months' running costs. As noted above additional unrestricted reserves will be utilised to ensure the charity is able to meet operational targets in 2022/23.

The Trustees have continued to designate £60,000. This fund was established to support staff capacity and wellbeing during the Covid-19 pandemic. The effects of the pandemic continue to have an impact on our organisation and this fund will be used to support a new hybrid office environment, team building activities, staff development and recruitment of new staff members.

Trustees will review this reserve periodically and its use during 2022/23.

Patrons

We rely on the commitment and support of our patrons who work hard to promote our work, and to whom we offer our gratitude and thanks.

Public benefit

The trustees are aware of the need to ensure that the objects, aims and activities of Revolving Doors comply with the Charity Commission guidance on public benefit and have taken due account of this guidance.

In terms of public benefit, our activities, described in detail above, are targeted at a particularly disadvantaged group in society – people in repeat criminal justice contact, generally for low-level and non-violent offences, whose offending behaviour is driven by multiple issues, including mental ill-health, problematic substance use, and homelessness. It is a group that has, from childhood, disproportionately experienced trauma and abuse, neglect, poverty, community violence, racism and other forms of discrimination. These people are at risk of becoming stuck in a cycle of crisis crime unless we develop a smarter criminal justice system. Our research and activities over many years demonstrate the extent to which people in this group are disadvantaged by a lack of access to effective support and services.

Our work aims to change the lives of people in or at risk of entering this revolving door cycle of crisis and crime. In the longer term, we are seeking fundamental reform of policy and practice that will deliver long-lasting, systemic, large-scale change across England and Wales. To this end, our strategy focuses on building understanding and commitment among political leaders and policymakers at a national level and among a wide range of local leaders who have the power to change services in their area. We also have a more direct impact on the local areas in which we work. Through our policy and lived experience consultancy, service evaluations and user research, we bring about changes in services that have an immediate impact on the individuals using them.

Our involvement of people with direct experience of the issues we are tackling has a dual impact. Through their participation, lived experience members improve their skills, confidence and social networks, all of which support their recovery and reintegration into communities. At the same time, they bring insight and a powerful voice to our work to influence decision-makers, giving politicians and officials the opportunity to explore directly what is and isn't working and how things can be made better.

Statement of responsibilities of the trustees

The trustees (who are also directors of Revolving Doors for the purposes of company law) are responsible for preparing the report of the trustees' and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2022 was 12 (2021: 11). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been approved by the trustees on 25th October 2022 and signed on their behalf by

Sarah Payne CBE – Chair



Independent auditor's report to the members of The Revolving Doors Agency

Opinion

We have audited the financial statements of The Revolving Doors Agency (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Revolving Doors Agency's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano (Senior statutory auditor)

7 November 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

The Revolving Doors Agency

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2022

	Note	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Income from:							
Charitable activities	2	752,821	354,512	1,107,333	640,616	400,049	1,040,665
Investments	3	205	–	205	970	–	970
Total income		753,026	354,512	1,107,538	641,586	400,049	1,041,635
Expenditure on:							
Fundraising activities	4	49,450	–	49,450	39,063	–	39,063
Charitable activities							
Policy	4	57,449	206,077	263,526	102,534	153,068	255,602
Lived experience	4	233,640	144,452	378,092	197,908	153,866	351,774
Research	4	156,546	20,352	176,898	177,465	24,858	202,323
Total expenditure		497,085	370,881	867,966	516,970	331,792	848,762
Net income for the year and movement in funds		255,941	(16,369)	239,572	124,616	68,257	192,873
Reconciliation of funds:							
Total funds brought forward		429,111	203,510	632,621	304,495	135,253	439,748
Total funds carried forward		685,052	187,141	872,193	429,111	203,510	632,621

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13a to the financial statements.

The Revolving Doors Agency

Balance sheet

Company no. 2845452

As at 31 March 2022

	Note	£	2022 £	£	2021 £
Fixed assets:					
Tangible assets	8		–		–
			–		–
Current assets:					
Debtors	9	231,628		135,373	
Cash at bank and in hand		972,945		664,134	
		1,204,573		799,507	
Creditors: amounts falling due within one year	10	332,380		166,886	
Net current assets			872,193		632,621
Net assets			872,193		632,621
The funds of the charity:	13a				
Unrestricted income funds:					
Designated funds		60,000		60,000	
General funds		625,052		369,111	
			685,052		429,111
Restricted funds			187,141		203,510
Total funds			872,193		632,621

Approved by the trustees on 25th October 2022 and signed on their behalf by

Sarah Payne CBE
Chair

The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2022

	2022 £	£	2021 £	£
Cash flows from operating activities				
Net cash provided by operating activities		308,605		336,735
Cash flows from investing activities:				
Investment income received	<u>206</u>		<u>970</u>	
Net cash provided by investing activities		206		970
Change in cash and cash equivalents in the year		308,811		337,705
Cash and cash equivalents at the beginning of the year		<u>664,134</u>		<u>326,429</u>
Cash and cash equivalents at the end of the year		<u>972,945</u>		<u>664,134</u>
Analysis of cash and cash equivalents		<u>972,945</u>		<u>664,134</u>
Cash at bank and in hand		<u>972,945</u>		<u>664,134</u>
 (a) Cash flow provided by operating activities:				
Net movement in funds		239,572		192,873
Depreciation		–		537
Interest received		(206)		(970)
(Increase)/decrease in debtors		(96,255)		72,184
Increase in creditors		165,494		72,111
		<u>308,605</u>		<u>336,735</u>

1 Accounting policies

a) Statutory information

The Revolving Doors Agency is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is South Bank Technopark, 90 London Road, London, SE1 6LN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The trustees have considered the impact of COVID-19 and all other factors and concluded that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Income and expenditure recognition

- i) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities
- ii) Revenue grants are credited to the statement of financial activities when received or receivable, whichever is earlier.
Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.
- iii) Contractual income is recognised as incoming resources in the Statement of Financial Activities to the extent that the charity has provided the goods or service. Incoming resources received in advance are deferred until the charity becomes entitled to the resources.
- iv) Expenditure is recognised in the period in which it is incurred and includes attributable VAT which cannot be recovered.
- v) Costs of generating funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

e) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)

f) Depreciation

Items of equipment are capitalised where the purchase price exceeds £1000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected life. The depreciation rates in use are as follows:

Office equipment	3 years
------------------	---------

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

g) Allocation of costs

Costs are directly attributed to activities wherever possible. Support costs are allocated to activities on the basis of management estimate of time incurred by staff on activities.

h) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

k) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

l) Pensions

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The Charity has no liability under the scheme other than for payment of these contributions.

m) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Income from charitable activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
National Lottery Community Fund	–	76,577	76,577	–	84,708	84,708
Lankelly Chase Foundation	94,721	–	94,721	97,985	–	97,985
The Barrow Cadbury Trust	–	19,900	19,900	–	36,000	36,000
Open Society	–	14,712	14,712	–	–	–
Trust for London	–	–	–	–	–	–
Lloyds Bank Foundation	–	65,592	65,592	–	74,502	74,502
Esmée Fairbairn Foundation	–	108,018	108,018	54,366	94,110	148,476
John Ellerman Foundation	30,000	–	30,000	30,000	–	30,000
GMCA	–	29,140	29,140	–	–	–
University of Lincoln	–	2,160	2,160	–	3,000	3,000
King's College	–	5,476	5,476	–	–	–
City Bridge Trust	–	29,860	29,860	–	23,250	23,250
University of Newcastle	–	–	–	–	8,015	8,015
The Oak Foundation	–	–	–	–	76,263	76,263
Public Health England	–	3,000	3,000	–	–	–
Contract Income	628,100	–	628,100	458,165	–	458,165
Other income	–	77	77	100	201	301
Total	752,821	354,512	1,107,333	640,616	400,049	1,040,665

3 Income from investments

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Bank interest	205	–	205	970	–	970
	205	–	205	970	–	970

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2022

4a Analysis of expenditure (Current year)

	Charitable activities				Governance costs	Support costs	2022 Total	2021 Total
	Fundraising £	Policy £	Lived Experience £	Research £	£	£	£	£
Staff costs (note 6)	34,784	134,566	206,792	117,327	21,499	51,547	566,515	546,562
HR services	-	-	-	-	-	17,887	17,887	21,067
Direct costs	-	72,220	84,107	10,100	-	-	166,427	164,594
Rent, rates and utilities	-	-	-	-	-	11,286	11,286	47,355
Consultant costs	-	-	-	-	-	35,298	35,298	7,271
IT support	-	-	-	-	-	9,172	9,172	8,099
Office equipment, stationery and services	-	-	-	-	-	7,781	7,781	7,411
Travel	-	-	-	-	-	1,563	1,563	144
Miscellaneous	-	-	-	-	-	33,785	33,785	31,152
Legal and professional fees	-	-	-	-	-	18,252	18,252	15,107
	34,784	206,786	290,899	127,427	21,499	186,571	867,966	848,762
Support costs	13,151	50,877	78,184	44,359	-	(186,571)	-	-
Governance costs	1,515	5,863	9,009	5,112	(21,499)	-	-	-
Total expenditure 2022	49,450	263,526	378,092	176,898	-	-	867,966	848,762
Total expenditure 2021	48,749	218,637	271,405	201,715	-	-	-	848,762

Expenditure on charitable activities was £818,516 (2021: £809,699) of which £447,635 (2021: £447,907) was unrestricted and £370,881 (2021: £331,792) was restricted.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2022

4B Analysis of expenditure (Prior year)

	Charitable activities				Governance costs	Support costs	2021 Total
	Fundraising £	Policy £	Lived Experience £	Research £	£	£	£
Staff costs (note 6)	24,870	157,662	165,977	115,852	23,955	58,246	546,562
HR services	-	-	-	-	-	21,067	21,067
Direct costs	-	22,188	110,045	32,361	-	-	164,594
Rent, rates and utilities	-	-	-	-	-	47,355	47,355
Consultant costs	3,371	-	-	-	-	3,900	7,271
IT support	-	-	-	-	-	8,099	8,099
Office equipment, stationery and services	-	-	-	-	-	7,411	7,411
Travel	-	-	-	-	-	144	144
Miscellaneous	-	-	-	-	-	31,152	31,152
Legal and professional fees	-	-	-	-	9,000	6,107	15,107
	28,241	179,850	276,022	148,213	32,955	183,481	848,762
Support costs	9,174	64,218	64,218	45,871	-	(183,481)	-
Governance costs	1,648	11,534	11,534	8,239	(32,955)	-	-
Total expenditure 2021	39,063	255,602	351,774	202,323	-	-	848,762

5 Net income for the year

This is stated after charging / (crediting):

	2022 £	2021 £
Operating lease rentals:	11,286	47,355
Depreciation	-	537
Auditor's Fees	8,000	7,500
	<u>11,286</u>	<u>47,355</u>

6 Staff and Trustees

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	502,485	471,271
Social security costs	32,991	45,384
Pension costs	31,039	29,907
	<u>566,515</u>	<u>546,562</u>

1 member of staff was in receipt of total employee benefits (excluding pension contributions and employers' NI contributions) exceeding £60,000 in the year (2021: None).

No Trustee received remuneration for services. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £Nil (2021: £Nil) incurred by no (2021: 0) trustees relating to attendance at meetings of the trustees.

No Trustee had any beneficial interest in any contract with Revolving Doors.

The key management personnel of the Charity comprise the Trustees, Chief Executive and the Heads of departments. The total employee benefits (including pension contributions and employers' NI contributions) of the key management personnel were £238,427 (2021: £233,771).

The average staff headcount during the year was as follows:

	2022 No.	2021 No.
	14	12
	<u>14</u>	<u>12</u>

The split across activities during the year was as follows:

	2022 No.	2021 No.
Policy	4.0	3.0
Lived Experience	5.5	4.0
Research	2.0	2.5
Fundraising	0.5	0.5
Support staff (including governance)	2.0	2.0
	<u>14.0</u>	<u>12.0</u>

7 Related party transactions

There were no related party transactions in 2022 or in 2021.

8 Tangible fixed assets

Office
Equipment
£

Cost or valuation

At the start of the year

4,590

Disposals in year

(4,590)

At the end of the year

–

Depreciation

At the start of the year

4,590

Disposals in year

(4,590)

Depreciation for the year

–

At the end of the year

–

Net book value

At the end of the year

–

At the start of the year

–

9 Debtors

2022
£

2021
£

Trade debtors

155,626

73,992

Prepayments and accrued income

76,002

61,381

231,628

135,373

10 Creditors: amounts due within one year

2022
£

2021
£

Trade creditors

–

11,782

Taxation and social security

13,948

15,309

Accruals

22,722

34,696

Deferred income

258,511

79,093

Pension creditor

3,005

5,575

VAT

34,194

20,431

332,380

166,886

11 Deferred income

Deferred income comprises of contract income for services which will be performed in the next financial year.

2022
£

2021
£

Balance at the beginning of the year

79,093

–

Amount deferred in the year

258,511

79,093

Released in the year

(79,093)

–

Balance at the end of the year

258,511

79,093

12a Analysis of net assets between funds (current year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	–	–	–	–
Net current assets	625,052	60,000	187,141	872,193
Net assets at 31 March 2022	625,052	60,000	187,141	872,193

12b Analysis of net assets between funds (prior year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	–	–	–	–
Net current assets	369,111	60,000	203,510	632,621
Net assets at 31 March 2021	369,111	60,000	203,510	632,621

13a Movements in funds (current year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2022 £
Restricted funds:					
Policy	150,123	211,299	(206,077)	–	155,345
Lived experience	40,672	135,577	(144,453)	–	31,796
Research	12,715	7,636	(20,351)	–	–
Total restricted funds	203,510	354,512	(370,881)	–	187,141
Unrestricted funds:					
General	369,111	753,027	(497,086)	–	625,052
Designated funds	60,000	–	–	–	60,000
Total general funds	429,111	753,027	(497,086)	–	685,052
Total funds	632,621	1,107,539	(867,967)	–	872,193

The narrative to explain the purpose of each fund is given at the foot of the note below.

13b Movements in funds (prior year)

	At 31 March 2020 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2021 £
Restricted funds:					
Policy	92,930	210,261	(153,068)	–	150,123
Lived experience	7,750	186,788	(153,866)	–	40,672
Research	34,573	3,000	(24,858)	–	12,715
Total restricted funds	135,253	400,049	(331,792)	–	203,510
Unrestricted funds:					
General	228,180	641,586	(516,970)	16,315	369,111
Designated funds	76,315	–	–	(16,315)	60,000
Total general funds	304,495	641,586	(516,970)	–	429,111
Total funds	439,748	1,041,635	(848,762)	–	632,621

Restricted reserves comprise those funds used for specified purposes as laid down by the donor and which were unspent at the end of the year:

Policy – policy activity involves both the delivery of funded projects primarily focused at local and regional level decision makers and stakeholders, alongside national policy work aimed at engaging with and influencing policy decisions and directions at the highest level.

Lived experience – we use our service user involvement forums as means of supporting direct dialogue and engagement between political and policy stakeholders, ensuring that the voices and experiences of traditionally marginalised groups are fed in to discussions and debate at the highest levels.

Research – research has two primary components: service evaluations, as part of RDA's social enterprise, and research as part of or in support of funded projects, such as literature and evidence reviews. Service user involvement underpins both our policy and research activities, both of which are intended to reflect and respect the view of experts by experience.

Trustees took the decision to designate £60,000 of general funds as at 31 March 2020 towards a fund to support staff well being as a result of the impact from the COVID-19 pandemic. Whilst it appears that the worst of the pandemic is over the implications for staff well being are likely to be present during the next 12 months and the funds remains in place.

14 Operating lease commitments payable as a lessee

The charity holds an operating lease with a breakclause such that it does not have any significant commitment in the short or longer term.

Accounts



Company number: 2845452

Charity number: 1030846

The Revolving Doors Agency

Report and Financial Statements

For the year ending 31 March 2021

Revolving Doors Agency

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The Revolving Doors Agency

Reference and administrative details

For the year ended 31 March 2021

Company number 2845452

Charity number 1030846

Registered office and operational address: South Bank Technopark
90 London Road
London, SE1 6LN

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

S Ahmad	
C Beal	
C Clarke	Treasurer
S Donaldson	
C Hedderman	
J Marsh (Johnson)	
I Parker	
S Payne CBE	Chair
M Rutherford	
R Street	
T Webb	

Principal staff	Pavan Dhaliwal	Chief Executive (Joined 2 nd November 2020)
	(Helen) Christina Marriott	Chief Executive (Resigned 13 th May 2020)
	Katy Savage	Head of Partnerships
	Andy Williams	Head of Involvement
	Nathan Dick	Head of Policy (Resigned 31 st March 2020)
	Anna Henry	Head of Policy (Appointed 8 th June 2021)

Bankers	Co-operative Bank Plc. Balloon Street Manchester M60 4EP	CAF Bank Ltd Kingshill West Malling Kent, ME19 4TA
	Virgin Money 1 Jubilee House Gosforth Newcastle Upon Tyne NE3 4PL	Triodos Bank UK Ltd Deanery Road Bristol BS1 5AS

Solicitors	Bates Wells LLP 10 Queen Street Place London, EC4R 1BE	Russell-Cooke LLP 8 Bedford Row London, WC1R 4BX
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Auditor Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
Invicta House, 108-114 Golden Lane
London, EC1Y 0TL

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2021

Message from Chair of Trustees

The impact of the work of Revolving Doors Agency (RDA) in 2020/21 against the backdrop of navigating the challenges of the pandemic and the new ways of working this necessitated has been nothing short of extraordinary. This is a real testament to the dedication of the team and our lived experience members. The work completed is outlined in more detail in the report itself, but I wanted to highlight a few areas that have really stood out for me, during what has been my first full year as Chair.

I joined a virtual audience of hundreds of people - academics, policy makers, people with lived experience and professionals from the probation, prison and police services - for the launch of our seminal publication, aptly named The Knot. This essay collection is focussed on exploring how poverty, trauma and structural disadvantage create and perpetuate multiple disadvantages including involvement in crime and the criminal justice system. It is a call for everyone across all sectors to consider in depth the real complexities in people's lives. What came across loud and clear at the launch and on the accompanying podcast series was that only by seeing these complex issues through a multiplicity of lenses is it possible to more fully understand a person's whole life, and then begin to untangle these knots. I look forward to the development of this work, which will take even more account of the root causes of trauma, over the next year.

Not only have our lived experience members contended with managing their personal circumstances throughout the pandemic, and the great challenges this has presented, but they have worked with the RDA team and each other to apply careful scrutiny to how services have fared in adapting to the new ways of delivery, be that treatment services, probation or policing. It was a proud moment and a real example of the 'power shifting' that is a core tenet of RDA's approach when I watched members on a live stream giving evidence virtually to the Justice Select Committee Probation Service Inquiry in December.

In June 2021, the new Probation Service (PS) was launched. Over the course of this year our teams have worked extensively with its design team to ensure that the improvements which our lived experience teams tell us will make the most difference are embedded into the service from the outset. To this end some of our members with lived experience worked directly on the regional PS area Reducing Reoffending Plans and were able to advocate for a strong, clear vision of what they wanted from probation services. Their contribution received praise from the Chief Probation Officer.

The New Generation Policing project went from strength to strength, despite not being able to be 'on the ground' to anything like the extent planned. Our teams have worked with Police and Crime Commissioners (PCCs) and police services across the country to develop policies that address the trauma, poverty and inequalities faced by young adults at the entrance to the revolving door and create services that divert them away from the criminal justice system into support. Our partnership captured the public imagination, and received coverage from the policing and charity press, as well as the national and local media. Over the course of this year, we helped secure over £3 million

investment in local diversion services by helping commissioners access the insights and expertise of both young people and adults who have lived experience of both the criminal justice system and other multiple unmet health and human needs.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2021

Our financial position at the end of the year is enabling RDA to face the challenges of the Covid-19 pandemic and the future with both optimism and realism. Covid-19 and the resulting lockdowns have changed everything about our operating model, but the team were quick to react and swift to adapt. I have been particularly impressed by the speed with which our lived experience consultations and co-production activities were able to move online, supporting members to engage in a variety of new ways. The team will take forward the lessons learned from this period – we all recognise that it won't simply be a case of going back to the way things had always been before Covid 19 affected us all. The Board acknowledges that we are in a fortunate position compared to many other charities. As a result, we still have the capability and capacity to focus on implementing our strategy and achieving impact for our client group and in many ways remote working has increased the level of activity our forums have been able to achieve.

In May we said farewell to our Chief Executive Christina Marriott but were delighted to welcome her replacement Pavan Dhaliwal who joined us in November. She comes with a wealth of experience in human rights and equalities with an acute focus on racial disparities which we know continue to persist throughout the criminal justice system and beyond. Pavan has begun by developing our work to increase our impact and thought leadership as well as our brand recognition and the Board and I are looking forward to supporting her to navigate RDA through the years to come.

Finally, on behalf of all our trustees, I offer sincere thanks to our funders, clients and partners. Many thanks must go too to our lived experience members, whose insights drive our thinking and our actions. And thank you to our staff team and associates for their unstinting hard work, support and commitment.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2021

The trustees present their report and the audited financial statements for the year ended 31 March 2021.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (FRS102 SORP).

Vision, mission and objectives

In February 2020 we launched our [strategy 2020-2024](#), setting out our ambition for a smarter criminal justice system that makes the revolving door avoidable and sustainable. Our vision is freedom from the cycle of crisis and crime.

The strategy, coproduced with the staff team, lived experience members and trustees, gives the organisation a renewed focus on repeat offenders. For those in the revolving door, the criminal justice system is the one system that they cannot opt out of. It repeatedly comes into their lives, often bringing about more damage and chaos, and driving the cycle of crisis and crime. We want the criminal justice system to stop missing the millions of opportunities it has each year to break this cycle. The strategy reaffirms our long-standing commitment to large-scale change. We seek long-lasting, systemic, large-scale change for those in, or entering, the revolving door.

In delivering our ambition we are concentrating on three key stages of the criminal justice system, plus one cross-cutting objective:

1. **Policing:** we are working with police services and police and crime commissioners to develop mainstreamed responses from first contact to prosecution.
2. **Courts:** we are engaging the reform programme, providing evidence and lived experience insight, to improve the design of the court and tribunal systems.
3. **Probation and community sentences:** we will develop the evidence base to support service design and delivery – around population need and service effectiveness.
4. And, throughout, we are bringing **lived experience to the heart of decision making in the criminal justice system**, aiming to embed and mainstream it.

As the strategy was launched late in the year, we will report key achievements against these four areas plus two additional key areas of work.

Key achievements in 2020/21

1. Policing

Our New Generation Policing Programme, funded by Barrow Cadbury Trust, Esmée Fairbairn Foundation and Lloyds Bank Foundation, has made a significant impact in bringing evidence, lived experience voice and policy solutions to support young adults at the cusp of revolving door into better lives.

Two of our reports based on the analysis of government data established the nature and the volume of demand on policing created by young adults in the revolving door and the racial disparities in justice outcomes and access to police-assisted diversion among young adults. These reports were shared with

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2021

the Home Office, APCC Leads for Equalities and Inclusion, Transition to Adulthood Alliance and gained wide coverage in policing sector publications. They were also added to the College of Policing and House of Commons libraries to inform policy and practice.

Our policy and practice review across all police and crime commissioner areas strengthened the evidence base for trauma and poverty responsive approaches in diversion and convinced over half of all police and crime commissioners to commit to investing in diversion services for young adults in an open letter in the Times. Since then, we established eight local partnerships (including Durham, Humberside, Leicestershire, North Yorkshire, South Yorkshire, West Midlands, South Wales and Gwent) and worked with police and crime commissioners and police services across the country to develop policies that addresses trauma, poverty and inequalities faced by young adults at the cusp of the revolving door and create services that divert them away from the criminal justice into support. Our partnership has captured the public imagination, and received coverage from the policing and charity press, as well as the national and local media. Over the course of a year, we secured over £3M investment in diversion services, co-designed and co-supported the commissioning processes with young adults and adults with lived experience of the criminal justice system and other multiple unmet health and human needs.

We set up our first trans-Atlantic partnership with the Public Defenders Association to promote Law Enforcement Assisted Diversion (LEAD), a model designed and proven to work for people in the revolving door, and increasingly thought to bring reconciliation to police and community relations by delivering an evidence-based public health model. This strategic partnership informed service design in local trailblazer sites and supported an evidence-based debate on the merits of addressing poverty, trauma, and racial discrimination as an effective way of dealing with the cycle of crisis and crime.

Over the course of the year, we built strategic policing and public health alliances to support our messaging. We were co-organisers for the Four Nations Public Health and Policing Conference, a high-profile event that secured the backing of Home Office, World Health Organisation, and NPCC. Our Lived Experience Panel members spoke alongside high-profile speakers, such as the Policing Minister Kit Malthouse, Professor Sir Michael Marmot, and Professor Mark Bellis, reaching over 2,000 police, public health practitioners and decision-makers across England, Wales, Scotland, and Northern Ireland.

We worked closely with the NPCC Lead for Children and Young People to develop guiding principles for policing young adults at the cusp of revolving door. Our report based on 1,000 young adults' views and experiences of policing was launched at the NPCC Children and Young People conference, and its recommendations are now embedded in the national policy.

Our user research on how young adults at the cusp of revolving door experience police and see police's role in responding to trauma, poverty, and inequalities, helped us to develop guiding principles for New Generation Policing. The publication resulted in calls for trauma-informed policing training to become mainstream, with support from the NPCC Lead for Wellbeing and Engagement, as well as other policing and public health leads in the Four Nations Conference. As a result, the College of Policing is now rolling out pilots for trauma-informed policing pilots.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2021

To build on this momentum for better policing of young adults and to upscale innovation, we partnered with the Police Foundation and launched a Knowledge Exchange Network. 150 Inspectors and Chief Inspectors from across England and Wales have signed up and reviewed policing practice on diversion, community engagement, procedural fairness, and police's role in responding to trauma and inequalities.

2. Courts

This year, we delivered the first ever user research commissioned looking at the experience of vulnerable defendants – both with and without legal representation, in person and through video hearings. Our recommendations on ways to better support vulnerable defendants throughout their courts journey have been accepted by the HMCTS Crime Programme and the research will be published on the government website next year.

Following on from our highly influential campaign to curb the use of short prison sentences of less than 6 months, we prioritised the improvement of community sentences and supervision that can act as a viable alternative to prison for the non-violent offences that so often lead to harmful short prison sentences. Our Lived Experience Forum members worked with the Magistrates' Association to develop a new training video for magistrates on the impact of short custodial sentences on defendants, and how community provision can better meet multiple unmet health and human needs and support people away from the cycle of repeat reoffending. The training is planned to be launched in the next financial year.

We have played a significant role in bringing lived experience into the design of non-custodial pathways in health and justice. We have supported the re-vitalisation of under-utilised Community Sentence Treatment Requirements (CSTRs) for people with underlying mental health and substance misuse issues that are contributing towards their offending behaviour. Furthermore, we have supported design of RECONNECT, a health-led prison resettlement programme that is aimed at those who were not eligible for other diversion or community alternatives. In all of these initiatives we have pioneered the use of lived experience in service design and advocated for the use of peer support across community interventions.

3. Probation and community sentences

Over the course of the year, we developed a lived experience inquiry driven by the perspectives of people in the revolving door to explore how existing probation services could be improved, and what new services/approaches might be needed to reduce re-offending, support rehabilitation, and divert people away from the cycle of crisis and crime. The inquiry to date brought together the views of 141 people with either current or recent (within the last two years) lived experience of being under probation supervision, as well as 35 Probation officers, including junior and more senior staff, currently working for the Probation Service.

Additionally, we carried out two research projects for HMPPS, one to better understand Black and/or Muslim men's experiences of probation; another to inform the development of a Target Operating Model (i.e., the best way of structuring core processes to delivery essential probation services

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effectively and efficiently). In collaboration with University of Lincoln, we carried out a research piece which helped the sector to better understand the impact on professionals and people of delivery probation support and supervision using the 'Exceptional Delivery Model' which re-engineered service delivery and supervision to comply with Covid-19 restrictions.

We set up our Lived Experience Probation Team, who shaped and informed the inquiry, and worked with the Ministry of Justice and HMPPS Probation Reform programme leads to inform policy. The team members also gave evidence to the Justice Select Committee inquiry on the future of probation.

In partnership with KPMG, and alongside our Lived Experience Probation Team, we reviewed early and later draft of all Reducing Reoffending plans and gave detailed feedback to Regional Directors in all 12 areas. The Chief Executive of HMPPS has confirmed that all of our recommendations have been taken on board to shape the future delivery of Reducing Reoffending plans, including the formation of regional lived experience panels.

Finally, in partnership with Leaders Unlocked and through our New Generation Campaigners group, we co-led the design of a new £3M Young Adult Probation Hub, advising MOPAC and the Ministry of Justice. We developed the service blueprint, establishing priority needs, models of support, workforce development and carried out user-tests for the physical environment.

4 Campaigning for change

We had a successful year of campaigning. Our campaigns, covering a multitude of topics, always led by the evidence uncovered through research and forum insight, and had real impact.

In support of our policing work, we set up New Generation Campaigners, a group of young adults with lived experience of repeat contact with policing. Together, we devised and launched a campaign calling for increased use of police-assisted diversion, through better identification of needs, involving young adults with lived experience in decision-making, investing in alternatives, and improving and scrutinising information to tackle racial and gender disparities in access to support. An independent poll we commissioned from Populus showed that 60% of the public agree that police should divert young adults or non-violent crime, and that drug use and possession should be treated as a health problem, rather than a crime. Their lived experience insight alongside the evidence collected over the course of the year is helping to shape our organisational response to the government's Police, Crime, Sentencing and Courts Bill.

New Generation Campaigners continued to raise awareness on how the combination of trauma, poverty and inequalities drive young adults into a cycle of crisis and crime. Their calls were backed by our user research, alongside the evidence presented by academics in the seminal essay collection the Knot. Alongside New Generation Campaigners and our Lived Experience Forum members, we continued to campaign for policies that focuses on addressing trauma, poverty and structural inequalities to prevent multiple disadvantage and stop the revolving door of crisis and crime.

This year, The National Expert Citizens Group (NECG), a representative group whose members have lived experience of using Fulfilling Lives services, have gained significant traction in improving systems

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and services for people facing multiple disadvantage. Particularly, the NECG helped to capture the impact of Covid-19 on public services from the point of view of people accessing them and informed the House of Lords Committee on Public Affairs' response to the government. The NECG campaign on reducing drug-related deaths have engaged with the Dame Carol Black's independent review of the harm drugs cause and ways of increasing harm prevention. It also informed policy and service design at the Home Office's Project Adder, which seeks to make communities safer by tackling both the supply and demand sides of drug misuse.

We remain part of the Ministerial Advisory Board on Female Offenders and work to hold the government to account for progress against the Female Offender Strategy. We continued to work with the minister and the third sector partners to ensure women who commit low-level and non-violent offences are diverted away from the criminal justice system through the better use of police-assisted diversion and community sentences.

5. Bringing lived experience to the heart of decision making in the criminal justice system

Our three regional forums have continued despite the pandemic and have been delivered remotely. We have supported members to access the forums, through guidance and sourcing technology for them to join video calls and have been able to maintain a consistent membership whilst also inducting new members.

These forums continue to be our primary vehicle for strategic collaboration between decision makers and people with lived experience of the revolving door cycle, and in the last year we have delivered forums more frequently, increasing such opportunities. Over the last 12 months, the forums have engaged with the MOJ Reducing Reoffending Team, the government Drugs Diagnostic Team and the Prisons & Probation Ombudsman's Office. Members also supported our Probation Inquiry and fed into our essay collection, The Knot.

In August 2020, we established our Women's Forum. The group are developing their own identity/vision with a strong emphasis on campaigning. Members have been working with the Ministry of Justice on the design of the Residential Women's Centre Pilot – influencing decisions around compliance, staffing and contact with children. This involvement was referenced by the Minister in their letter to the Advisory Board for Female Offenders. Significantly, most new members of the group have progressed into the regional forums and other lived experience teams ensuring a women's perspective is embedded within all our work.

The non-custodial Lived Experience Team (LET) for NHS England Health & Justice has continued to develop and respond to emerging priorities. The LET have been influential in the development of Reconnect – creating a clear vision and set of principles that have shaped the service from the outset. The LET have discussed their work at numerous events including a Social Justice Academy Seminar and a CLINKS webinar. In addition, the LET have articulated the case for a more continuous and consistent model of peer support across the criminal justice system. With our Research team, the LET produced an in-depth report to support this approach that has been presented to the non-custodial programme Board and is shaping their thinking for future service design and commissioning.

We created our first specialist LET outside of NHS Health and Justice, focusing on probation. The team completed a task and finish project with KPMG to provide a lived experience view in all 12 PS area Reducing Reoffending Plans. The group created a strong, clear vision of what they wanted from a

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probation service which received praise from the Chief Probation Officer. The group are involved in numerous other aspects of work including ongoing collaborating with probation reform service design team.

We are continuing to support the National Expert Citizen's Group (NECG), the lived experience representative group for the National Lottery Community Fund's Fulfilling Lives Programme. The group has had a very successful year with increased collaboration and more direct access with government/civil service departments than previously achieved. Remote working has enabled more frequent contact and meetings with members. We redesigned the model with regular Regional Meetings to feedback on local discussion and feed into the quarterly national meetings. This has enabled us to go more in-depth and produce higher quality presentations and reports to decision makers. Dame Carol Black attended the September 2020 meeting following collaboration with the NECG on her review of treatment services. NECG members also spoke about their work on services response to Covid-19 at House of Lords Public Service Committee.

Lastly, the NECG have collaborated closely with the MHCLG in the design and set up of the Changing Futures Programme. This includes working with the research team on the evaluation feasibility study to develop recommendations for how the evaluation could be co-produced with peer researchers and how the research could involve people accessing services: and being part of the commissioning process to decide which areas should receive the funding.

6. Consultancy, research and evaluations to help others to maximise their impact

Through our consultancy and research and evaluation projects, we take peer insight into service design, governance and research, and help other organisations to bring their peer insight to what they do. As a result, services better meet the needs and ambitions of their users, changing the lives of people in the revolving door. Our social enterprise generates new insight about what works on the ground and income for the charity, both of which support our independent research and policy work.

In 2020/21 we have continued to work with Birmingham Changing Futures Together to evaluate the scale and impact of systems change for people experiencing multiple disadvantage across Birmingham. We have recently obtained additional funding to conduct further research to understand more about individuals experiencing multiple disadvantage but not in contact with relevant services to understand what could increase their engagement. We have also continued evaluating the St Giles Peer Advisor Network, to assess the programme's impact and identify good practice, challenges and potential improvements to support ongoing delivery. On both projects we have sought to capture learning from the experiences of delivering support to the most socially excluded during the Covid-19 pandemic.

Based on the NIHR Cancer in Prisons research, we are due to publish an article in an academic journal, Research Involvement and Engagement in June 2021. Co-written by our Research Manager, three peer researchers and our academic collaborators at the University of Surrey the article explores our perspectives on co-production to encourage others to co-produce more across the research process and do this meaningfully, inclusively and safely.

We provided co-production support for the 60 partnerships of the National Lottery Community Fund's Help Through Crisis programme. Over the last year, we have challenged and supported services to think about how co-production can change their local systems, not just improve their services. We have also focused on developing and showcasing examples of excellence and innovation in service

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design. This included, with Middlesbrough MIND, a peer support coaching model – a co-produced service design process that began by exploring the question, ‘How do you create a service for people who don’t use services?’. The learning from this process enabled other partnerships to reflect on how they had inadvertently created barriers to engagement.

We continue to deliver bespoke co-production consultancy for organisations and services. For example, we delivered a series of service design workshops for Crisis that supported the development of an ambitious vision and plan for a co-produced Skylight Centre.

Outline of work for next 12 months

We will continue to implement our new strategy, focusing on the areas that we think will have the biggest impact for people in, or at risk of entering the revolving door.

- Our New Generation Policing programme will continue to deliver support for local trailblazer sites and drive forward the uptake of good practice through Knowledge Exchange Network. Alongside New Generation Campaigners, we will campaign for police and crime commissioners to better assess towards socio-economic impact of their plans, advocate for trauma and poverty responsive policing. We will also deliver a national campaign on trauma and poverty responsive policing with an aim to secure further investment in diversion services for young adults at the cusp of revolving door. We will also work with the Ministry of Justice to shape the guidance on out of court disposals to ensure the new two tier out of court disposal model is consistent with the evidence and the good practice emerging from the local trailblazer sites.
- HMCTS will be publishing two of our user-research reports in Summer 2021, providing us with the opportunity to comment more publicly on issues related to courts reform.
- We are in the process of co-developing a research proposal alongside the Institute for Crime and Justice Policy Research to look at the experience of the courts process amongst people in the revolving door. We plan to submit a bid to the Nuffield Foundation in September 2021 and will consult our lived experience members to help inform this.
- We have been commissioned to write a book chapter on co-production in Probation for a book aimed at academics and probation practitioners on Probation mental healthcare to be published in 2022. Two lived experience members will co-produce this chapter.
- Our research team is planning to train members of the East Midlands Lived Experience panel as peer researchers to conduct peer evaluations of L&D and prison healthcare services. We plan to evaluate the impact of this work, and the work of the wider plan, and share the results of this evaluation in December 2021.
- We will deliver two new peer research projects. One on vaccine uptake amongst people experiencing multiple disadvantage in Birmingham and another on employment and training pathways for people experiencing multiple disadvantage in Manchester.
- Building on our Short Sighted campaign, we will continue to press for restricted use of short prison sentences of less than 6 months for non-violent offences, replacing them with more effective community alternatives. We will pro-actively engage with sentencing reform and any resulting legislation. We will continue to support the development of CSTRs and the delivery of Liaison and Diversion services as effective community responses to people in the revolving door. In addition, we will support prison resettlement services that seek to support people with complex needs, such as the health-led RECONNECT service.
- As members of the Ministerial Advisory Board for Female Offenders we will continue to campaign for the implementation of the Ministry of Justice’s female offender strategy. This will link to our

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newly formed women-only forum.

- We will continue to create opportunities for lived experience insight to influence decision making in the criminal justice system, notably through our lived experience forums and the National Expert Citizen's Group. We will support our lived experience members to engage digitally, creating online spaces in which we continue to bring "truth to power". We will take advantage of the move online as a result of Covid-19 to develop a more agile and responsive consultation model.
- Our NHS England Lived Experience Team and East Midlands Lived Experience Panel will continue to set the bar for coproduction in commissioning, service design, assurance and governance across health and justice services. Our own Lived Experience Advisory Panel is being further developed and will set the standard for informed and empowered lived experience input into governance.
- In all our work, we explicitly focus on the experience of, and data behind, discrimination faced by Black, Asian and minority ethnic communities in the criminal justice system, identifying and tackling racism in our criminal justice system.

Structure, governance & management

The Revolving Doors Agency is a charitable company limited by guarantee, incorporated on 17 August 1993 and registered as a charity on 22 December 1993. The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

Recruitment, appointment and induction of trustees

The Board has the power to appoint additional trustees. Revolving Doors Agency has developed role descriptions for chair, treasurer and standard board member roles. Recruitment is carried out by advertising, with support from personal recommendation where appropriate. We endeavour, through the recruitment methods adopted, to reach groups of people who are under-represented in its employment, those who are members of the communities in which we work, and those who can bring relevant skills and experience to the work of the Board. The induction and training of trustees includes the provision of up-to-date financial and other information about the agency, Charity Commission publications giving guidance on the role of trustees, a skills audit, and a meeting with the Chief Executive and other staff.

Organisational structure

Revolving Doors' staff averaged 12 during 2021 (2020: 9). Our staff are split into functional teams, reporting either directly or through line managers to the Senior Leadership Team. The Chief Executive Officer, who leads the Senior Leadership Team, is accountable to the Board of Trustees. We also engage trusted associates who work with staff to deliver specific projects.

Our remuneration policy

In determining Revolving Doors Agency's remuneration policy, the Board takes into account all relevant factors and regularly review sector averages. The objective of the policy is to ensure that staff are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the charity. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with similarly sized charities ensuring Revolving Doors Agency remains competitive as an employer.

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We aim to recruit, subject to experience, at a market competitive point which provides scope for increases to be awarded for excellence. We do not employ interns without pay and we are committed to paying the London Living Wage for all our staff. Delivery of Revolving Doors Agency's charitable vision and purpose is primarily dependent on our staff, which is the largest single element of charitable expenditure.

Risk management

The Board has ultimate responsibility for the effective management and oversight of risk. The current Board risk register, adopted in January 2019 and brought back to Board annually for review, identifies major inward- and outward-facing risks relating to:

- **Financial sustainability:** failure to raise income; lack of cash flow.
- **Organisational impact:** failure to achieve impact due to a squeeze on charitable activities as a result of raising and delivering social enterprise; failure to achieve impact because of current political climate, including government focus on post Brexit.
- **Reputation:** lack of staff capacity to deliver funded projects; and
- **Compliance:** failure to identify misconduct, mismanagement or breaches as a result of insufficiently robust processes; non-compliance with key legislation as a result of failure to horizon scan and prepare for legal changes.

The Board meets on a quarterly basis and reviews financial projections and impact at each meeting.

The CEO works with the leadership team to identify capacity needs and recruit staff as needed. The charity works with a number of consultants who can help cover short term needs.

The Board and CEO review policies on an annual basis and identify any new legal requirements during this process.

An additional risk register was created in March 2020 to facilitate the management of risks related specifically to the Covid-19 pandemic. This was reviewed by the Board during 2020/21 and will continue as needed during 2021/22.

Financial review

The income and expenditure for the year are reported in the Statement of Financial Activities on Page 21.

Total income increased by 10% to £1,041,635 (2020: £943,076) driven by an increase in both grant income and contract income to deliver charitable activity. Expenditure increased by 15% to £848,762 (2020: £740,506) enabling the increase in income. As a result of this, the surplus for the year was £192,873 (2020: £202,570). The surplus on restricted reserves was £68,257 (2020: £105,817) leaving an unrestricted surplus of £124,616 (2020: £96,753).

The unrestricted surplus for the year provides Revolving Doors Agency with additional financial resilience, both to meet Board requirements to manage future risks (including those associated with the Covid-19 pandemic) and to support the ongoing development of the medium- to longer-term business plan. Budgeted income for the current financial year (2021/22) is now fully secured and this improved financial position gives us the opportunity to focus on achieving future targets beyond this

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year.

Business ethics

We have worked to ensure that our social enterprise activity enhances and does not detract from our overall mission and aims. All potential commercial projects are evaluated against a number of criteria before we commit to them. When applying the criteria, we will consider whether the project:

- helps achieve our mission and strategic goals.
- promotes our values.
- increases our knowledge.
- enhances our reputation and brand.
- allows for the genuine involvement of people with lived experience.
- will have a positive impact on people's lives.

We will also consider:

- the impact on our independence or the perception of this independence.
- the potential risks, notably the risk to our reputation.
- whether we can withdraw from contracts if these risks change.
- the reputation and status of the customer or any partners.
- how to evaluate the project including its impact.
- the potential surplus and the opportunity costs involved.

Fundraising

We rely on the commitment of the grant makers that share our vision and have continued to back our work over the years. In 2020/21, we continued to access support from a number of our long-standing and much-valued supporters, as well as welcoming two new grant makers to the work of Revolving Doors Agency. Our income comes from grant making foundations and public bodies, we do not raise funds from individuals, work with professional fundraisers or commercial participators.

We were particularly pleased to welcome support from the National Lottery Community Fund and The City Bridge Trust towards delivery and development of our regional forums which are integral to our work with those with lived experience of the criminal justice system. We also wish to extend our thanks to those grant makers who offered us additional support during the Covid-19 pandemic, particularly the Esmée Fairbairn Foundation.

As a result, our grant income has increased in this year, from £463,832 in 2020 to £582,199 in 2021, and we have strong secured support for the coming financial year.

We are grateful for the support from the trustees and staff at:

- The Barrow Cadbury Trust
- The City Bridge Trust
- The Esmée Fairbairn Foundation
- John Ellerman Foundation
- The Lankelly Chase Foundation
- Lloyds Bank Foundation for England and Wales

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- National Lottery Community Fund
- The Oak Foundation

Reserves

The trustees consider it prudent to maintain the current level of reserves to ensure that Revolving Doors Agency's work continues into the future. Securing future funding streams can take time and resources, and it is important that reserve levels are maintained during that process.

Revolving Doors Agency's policy is to maintain unrestricted funds in reserves to manage cash flow and working capital, and which would ensure the charity could be effectively wound up should the trustees agree future income potential is insufficient to enable the charity to continue operating effectively. On an annual basis the trustees consider a risk-based calculation for reserves looking at the maximum estimated requirements to ensure the charity is able to meet financial commitments to stakeholders.

During 2020/21 the trustees reviewed the policy in light of the COVID-19 pandemic. The risk reserve requirement identified by trustees is £368,251, which equates to approximately six months' running costs based on the approved 2021/22 budget and represents an increase in the requirement from 3 to 6 months. The trustees believe that increased uncertainty requires additional reserves. The current level of unrestricted reserves are £369,111 and represent 6 months running costs.

After taking the risk reserve requirement into account, the trustees approved the reduction of designated reserves from £76,315 to £60,000. This fund will be used to provide resources to support staff capacity and wellbeing during the Covid-19 pandemic.

Trustees will review this reserve periodically and its use during 2021/22.

Patrons

We rely on the commitment and support of our patrons who work hard to promote our work, and to whom we offer our gratitude and thanks.

Public benefit

The trustees are aware of the need to ensure that the objects, aims and activities of Revolving Doors Agency comply with the Charity Commission guidance on public benefit and have taken due account of this guidance.

In terms of public benefit, our activities, described in detail above, are targeted at a particularly disadvantaged group in society – people in repeat criminal justice contact, generally for low-level and non-violent offences, whose offending behaviour is driven by multiple issues, including mental ill-health, substance misuse, and homelessness. It is a group that has, from childhood, disproportionately experienced trauma and abuse, neglect, poverty, community violence, racism and other forms of discrimination. These people are at risk of becoming stuck in a cycle of crisis crime unless we develop a smarter criminal justice system. Our research and activities over many years demonstrate the extent to which people in this group are disadvantaged by lack of access to effective support and services.

Our work aims to change the lives of people in or at risk of entering this revolving door cycle of crisis and crime. In the longer term, we are seeking fundamental reform of policy and practice that will

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deliver long-lasting, systemic, large-scale change across England and Wales. To this end, our strategy focuses on building understanding and commitment among political leaders and policy makers at national level and among a wide range of local leaders who have the power to change services in their area. We also have a more direct impact in the local areas in which we work. Through our policy and lived experience consultancy, service evaluations and user research, we bring about changes in services that have an immediate impact on the individuals using them.

Our involvement of people with direct experience of the issues we are tackling has a dual impact. Through their participation, lived experience members improve their skills, confidence and social networks, all of which supports their recovery and reintegration into communities. At the same time, they bring insight and a powerful voice to our work to influence decision-makers, giving politicians and officials the opportunity to explore directly what is and isn't working and how things can be made better.

Statement of responsibilities of the trustees

The trustees (who are also directors of Revolving Doors Agency for the purposes of company law) are responsible for preparing the report of the trustees' and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2021 was 11

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(2020 – 11). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been approved by the trustees on 24 August 2021 and signed on their behalf by

Sarah Payne CBE – Chair

Independent auditor's report

To the trustees of

The Revolving Doors Agency

Opinion

We have audited the financial statements of The Revolving Doors Agency (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Revolving Doors Agency's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report

To the trustees of

The Revolving Doors Agency

Other matter

The financial statements of The Revolving Doors Agency for the year ended 31 March 2020 were unaudited. An independent examination was performed which expressed an unmodified opinion on those statements.

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Independent auditor's report

To the trustees of

The Revolving Doors Agency

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the

Independent auditor's report

To the trustees of

The Revolving Doors Agency

financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano FCA (Senior statutory auditor)

14 September 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

The Revolving Doors Agency

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2021

		Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
	Note						
Income from:							
Charitable activities	2	640,616	400,049	1,040,665	623,975	318,538	942,513
Investments	3	970	–	970	563	–	563
Total income		641,586	400,049	1,041,635	624,538	318,538	943,076
Expenditure on:							
Fundraising activities	4	39,063	–	39,063	48,749	–	48,749
Charitable activities							
Policy	4	102,534	153,068	255,602	84,612	134,025	218,637
Lived experience	4	197,908	153,866	351,774	261,257	10,148	271,405
Research	4	177,465	24,858	202,323	133,167	68,548	201,715
Total expenditure		516,970	331,792	848,762	527,785	212,721	740,506
Net income for the year and movement in funds		124,616	68,257	192,873	96,753	105,817	202,570
Reconciliation of funds:							
Total funds brought forward		304,495	135,253	439,748	207,742	29,436	237,178
Total funds carried forward		429,111	203,510	632,621	304,495	135,253	439,748

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13a to the financial statements.

The Revolving Doors Agency

Balance sheet

Company no. 2845452

As at 31 March 2021

	Note	£	2021 £	£	2020 £
Fixed assets:					
Tangible assets	8		–		537
			–		537
Current assets:					
Debtors	9	135,373		207,557	
Cash at bank and in hand		664,134		326,429	
		799,507		533,986	
Creditors: amounts falling due within one year	10	166,886		94,775	
Net current assets			632,621		439,211
Net assets			632,621		439,748
The funds of the charity:	13a				
Unrestricted income funds:					
Designated funds		60,000		76,315	
General funds		369,111		228,180	
			429,111		304,495
Restricted funds			203,510		135,253
Total funds			632,621		439,748

Approved by the trustees on 24 August 2021 and signed on their behalf by

Sarah Payne CBE
Chair

The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2021

	2021 £	£	2020 £	£
Cash flows from operating activities				
Net cash provided by operating activities		336,735		167,110
Cash flows from investing activities:				
Investment income received	970		563	
Net cash provided by investing activities		970		563
Change in cash and cash equivalents in the year		337,705		167,673
Cash and cash equivalents at the beginning of the year		326,429		158,756
Cash and cash equivalents at the end of the year		664,134		326,429
Analysis of cash and cash equivalents		664,134		326,429
Cash at bank and in hand		664,134		326,429
 (a) Cash flow provided by operating activities:				
Net movement in funds		192,873		202,570
Depreciation		537		1,530
Interest received		(970)		(563)
Decrease/(increase) in debtors		72,184		(59,300)
Increase in creditors		72,111		22,873
		336,735		167,110

1 Accounting policies

a) Statutory information

The Revolving Doors Agency is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is South Bank Technopark, 90 London Road, London, SE1 6LN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The trustees have considered the impact of COVID-19 and all other factors and concluded that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Income and expenditure recognition

- i) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities
- ii) Revenue grants are credited to the statement of financial activities when received or receivable, whichever is earlier.
Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.
- iii) Contractual income is recognised as incoming resources in the Statement of Financial Activities to the extent that the charity has provided the goods or service. Incoming resources received in advance are deferred until the charity becomes entitled to the resources.
- iv) Expenditure is recognised in the period in which it is incurred and includes attributable VAT which cannot be recovered.
- v) Costs of generating funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

e) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

f) Depreciation

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected life. The depreciation rates in use are as follows:

Office equipment	3 years
------------------	---------

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

1 Accounting policies (continued)

g) Allocation of costs

Costs are directly attributed to activities wherever possible. Support costs are allocated to activities on the basis of management estimate of time incurred by staff on activities.

h) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

k) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

l) Pensions

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The Charity has no liability under the scheme other than for payment of these contributions.

m) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Income from charitable activities

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
National Lottery Community Fund	–	84,708	84,708	–	–	–
Lankelly Chase Foundation	97,985	–	97,985	100,294	41,538	141,832
The Barrow Cadbury Trust	–	36,000	36,000	–	36,000	36,000
Trust for London	–	–	–	–	29,500	29,500
Lloyds Bank Foundation	–	74,502	74,502	–	73,224	73,224
Esmée Fairbairn Foundation	54,366	94,110	148,476	–	108,731	108,731
John Ellerman Foundation	30,000	–	30,000	30,000	–	30,000
AB Charitable Trust	–	–	–	15,000	–	15,000
King's College and University of Surrey	–	3,000	3,000	–	11,648	11,648
University of Nottingham	–	–	–	–	10,147	10,147
City Bridge Trust	–	23,250	23,250	–	7,750	7,750
University of Newcastle	–	8,015	8,015	–	–	–
The Oak Foundation	–	76,263	76,263	–	–	–
Contract Income	458,165	–	458,165	472,921	–	472,921
Other income	100	201	301	5,760	–	5,760
Total	640,616	400,049	1,040,665	623,975	318,538	942,513

3 Income from investments

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Bank interest	970	–	970	563	–	563
	970	–	970	563	–	563

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2021

4a Analysis of expenditure (Current year)

	Charitable activities				Governance costs £	Support costs £	2021 Total £	2020 Total £
	Fundraising £	Policy £	Lived Experience £	Research £				
Staff costs (note 6)	24,870	157,662	165,977	115,852	23,955	58,246	546,562	434,370
HR services	-	-	-	-	-	21,067	21,067	23,864
Direct costs	-	22,188	110,045	32,361	-	-	164,594	155,651
Rent, rates and utilities	-	-	-	-	-	47,355	47,355	41,520
Consultant costs	3,371	-	-	-	-	3,900	7,271	25,150
IT support	-	-	-	-	-	8,099	8,099	8,622
Office equipment, stationery and services	-	-	-	-	-	7,411	7,411	15,748
Travel	-	-	-	-	-	144	144	4,202
Miscellaneous	-	-	-	-	-	31,152	31,152	22,754
Legal and professional fees	-	-	-	-	9,000	6,107	15,107	8,625
	28,241	179,850	276,022	148,213	32,955	183,481	848,762	740,506
Support costs	9,174	64,218	64,218	45,871	-	(183,481)	-	-
Governance costs	1,648	11,534	11,534	8,239	(32,955)	-	-	-
Total expenditure 2021	39,063	255,602	351,774	202,323	-	-	848,762	
Total expenditure 2020	48,749	218,637	271,405	201,715	-	-		740,506

Expenditure on charitable activities was £848,762 (2020: £691,757) of which £516,970 (2020: £527,785) was unrestricted and £331,792 (2020: £212,721) was restricted.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2021

4a Analysis of expenditure (Prior year)

	Charitable activities				Governance costs £	Support costs £	2020 Total £
	Fundraising £	Policy £	Lived Experience £	Research £			
Staff costs (note 6)	18,943	126,570	129,032	103,443	21,264	35,118	434,370
HR services	-	-	-	-	-	23,864	23,864
Direct costs	-	28,698	79,003	47,950	-	-	155,651
Rent, rates and utilities	-	-	-	-	-	41,520	41,520
Consultant costs	20,487	-	-	-	-	4,663	25,150
IT support	-	-	-	-	-	8,622	8,622
Office equipment, stationery and services	-	-	-	-	-	15,748	15,748
Travel	-	-	-	-	-	4,202	4,202
Miscellaneous	-	-	-	-	-	22,754	22,754
Legal and professional fees	-	-	-	-	2,700	5,925	8,625
	39,430	155,268	208,035	151,393	23,964	162,416	740,506
Support costs	8,121	55,221	55,222	43,852	-	(162,416)	-
Governance costs	1,198	8,148	8,148	6,470	(23,964)	-	-
Total expenditure 2020	48,749	218,637	271,405	201,715	-	-	740,506

5 Net income for the year

This is stated after charging / (crediting):

	2021 £	2020 £
Operating lease rentals:	47,355	41,520
Depreciation	537	1,530
Auditor's Fees	7,500	–
Independent Examiner's Fees	–	2,750
	<u>55,392</u>	<u>45,800</u>

6 Staff and Trustees

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	471,271	373,676
Social security costs	45,384	36,141
Pension costs	29,907	24,553
	<u>546,562</u>	<u>434,370</u>

No staff were in receipt of total employee benefits (excluding pension contributions and employers' NI contributions) exceeding £60,000 in the year (2020: £80,000– £90,000 – one).

No Trustee received remuneration for services. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £ NIL (2020: £716) incurred by no (2020: 2) trustees relating to attendance at meetings of the trustees.

No Trustee had any beneficial interest in any contract with The Revolving Doors Agency.

The key management personnel of the Charity comprise the Trustees, Chief Executive and the Heads of departments. The total employee benefits (including pension contributions and employers' NI contributions) of the key management personnel were £233,771 (2020: £147,721).

The average staff headcount during the year was as follows:

	2021 No.	2020 No.
	12	9
	<u>12</u>	<u>9</u>

The split across activities during the year was as follows:

	2021 No.	2020 No.
Policy	3.0	2.5
Lived Experience	4.0	2.5
Research	2.5	3.0
Fundraising	0.5	–
Support staff (including governance)	2.0	1.0
	<u>12.0</u>	<u>9.0</u>

7 Related party transactions

There were no related party transactions in 2021 or in 2020.

8 Tangible fixed assets

Office
Equipment
£

Cost or valuation

At the start of the year

32,933

Disposals in year

(28,343)

At the end of the year

4,590

Depreciation

At the start of the year

32,396

Disposals in year

(28,343)

Depreciation for the year

537

At the end of the year

4,590

Net book value

At the end of the year

-

At the start of the year

537

9 Debtors

2021
£

2020
£

Trade debtors

73,992

167,421

Prepayments and accrued income

61,381

40,136

135,373

207,557

10 Creditors: amounts due within one year

2021
£

2020
£

Trade creditors

11,782

44,951

Taxation and social security

15,309

13,985

Accruals

34,696

9,045

Deferred income

79,093

-

Pension creditor

5,575

2,390

VAT

20,431

24,404

166,886

94,775

11 Deferred income

Deferred income comprises of contract income for services which will be performed in the next financial year.

2021
£

2020
£

Balance at the beginning of the year

-

-

Amount deferred in the year

79,093

-

Balance at the end of the year

79,093

-

12a Analysis of net assets between funds (current year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	–	–	–	–
Net current assets	369,111	60,000	203,510	632,621
Net assets at 31 March 2021	369,111	60,000	203,510	632,621

12b Analysis of net assets between funds (prior year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	537	–	–	537
Net current assets	227,643	76,315	135,253	439,211
Net assets at 31 March 2020	228,180	76,315	135,253	439,748

13a Movements in funds (current year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2021 £
Restricted funds:					
Policy	92,930	210,261	(153,068)	–	150,123
Lived experience	7,750	186,788	(153,866)	–	40,672
Research	34,573	3,000	(24,858)	–	12,715
Total restricted funds	135,253	400,049	(331,792)	–	203,510
Unrestricted funds:					
General	228,180	641,586	(516,970)	16,315	369,111
Designated funds	76,315	–	–	(16,315)	60,000
Total general funds	304,495	641,586	(516,970)	–	429,111
Total funds	439,748	1,041,635	(848,762)	–	632,621

The narrative to explain the purpose of each fund is given at the foot of the note below.

13b Movements in funds (prior year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2020 £
Restricted funds:					
Policy	9,000	217,955	(134,025)	–	92,930
Lived experience	–	17,898	(10,148)	–	7,750
Research	20,436	82,685	(68,548)	–	34,573
Total restricted funds	29,436	318,538	(212,721)	–	135,253
Unrestricted funds:					
General	193,626	624,538	(527,785)	(62,199)	228,180
Designated funds	14,116	–	–	62,199	76,315
Total general funds	207,742	624,538	(527,785)	–	304,495
Total funds	237,178	943,076	(740,506)	–	439,748

Restricted reserves comprise those funds used for specified purposes as laid down by the donor and which were unspent at the end of the year:

Policy – policy activity involves both the delivery of funded projects primarily focused at local and regional level decision makers and stakeholders, alongside national policy work aimed at engaging with and influencing policy decisions and directions at the highest level.

Lived experience – we use our service user involvement forums as means of supporting direct dialogue and engagement between political and policy stakeholders, ensuring that the voices and experiences of traditionally marginalised groups are fed in to discussions and debate at the highest levels.

Research – research has two primary components: service evaluations, as part of RDA's social enterprise, and research as part of or in support of funded projects, such as literature and evidence reviews. Service user involvement underpins both our policy and research activities, both of which are intended to reflect and respect the view of experts by experience.

Trustees took the decision to designate £62,199 of general funds as at 31 March 2020 towards a fund to support the charity as a result of the COVID-19 crisis.

14 Operating lease commitments payable as a lessee

The charity holds an operating lease with a breakclause such that it does not have any significant commitment in the short or longer term.