



## 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 30<sup>th</sup> 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 30<sup>th</sup> 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 population<sup>1</sup>). Women are also over-represented (42% of

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

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 £
<b>Current assets:</b>					
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	
<b>Net current assets</b>			<u>669,025</u>		<u>869,857</u>
<b>Net assets</b>			<u>669,025</u>		<u>869,857</u>
<b>The funds of the charity:</b>	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>
<b>Total funds</b>			<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 £	£
<b>Cash flows from operating activities</b>				
<b>Net cash (used in) operating activities</b>		<b>(247,818)</b>		<b>(120,691)</b>
<b>Cash flows from investing activities:</b>				
Investment income received	<u>11,166</u>		<u>5,461</u>	
<b>Net cash provided by investing activities</b>		<b>11,166</b>		<b>5,461</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(236,652)</b>		<b>(115,230)</b>
Cash and cash equivalents at the beginning of the year		<u>857,715</u>		<u>972,945</u>
<b>Cash and cash equivalents at the end of the year</b>		<u><b>621,063</b></u>		<u><b>857,715</b></u>
Analysis of cash and cash equivalents		<u>621,063</u>		<u>857,715</u>
Cash at bank and in hand		<u><b>621,063</b></u>		<u><b>857,715</b></u>
 <b>(a) Cash flow used in operating activities:</b>				
Net movement in funds		<b>(200,832)</b>		<b>(2,336)</b>
Interest received		<b>(11,166)</b>		<b>(5,461)</b>
(Increase)/Decrease in debtors		<b>(68,088)</b>		<b>160,272</b>
Increase/(Decrease) in creditors		<b>32,268</b>		<b>(273,166)</b>
		<u><b>(247,818)</b></u>		<u><b>(120,691)</b></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
<b>Total</b>	<b>549,908</b>	<b>240,323</b>	<b>790,231</b>	<b>499,233</b>	<b>471,971</b>	<b>971,204</b>

## 3 Income from investments

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Bank interest	11,166	–	11,166	5,461	–	5,461
<b>Total</b>	<b>11,166</b>	<b>–</b>	<b>11,166</b>	<b>5,461</b>	<b>–</b>	<b>5,461</b>

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

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)	–	–
<b>Total expenditure 2023</b>	<b>62,046</b>	<b>244,925</b>	<b>481,363</b>	<b>190,667</b>	<b>–</b>	<b>–</b>	<b>979,001</b>
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
	<b>139,444</b>	<b>71,356</b>

**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
	<b>91,482</b>	<b>59,214</b>

**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	<b>–</b>	<b>5,062</b>

**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
<b>Net assets at 31 March 2024</b>	<b>469,327</b>	<b>89,000</b>	<b>110,698</b>	<b>669,025</b>

**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
<b>Net assets at 1 April 2023</b>	<b>520,539</b>	<b>20,000</b>	<b>329,318</b>	<b>869,857</b>

## 12a Movements in funds (current year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2024 £
<b>Restricted funds:</b>					
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
<b>Total restricted funds</b>	<b>329,318</b>	<b>240,323</b>	<b>(458,943)</b>	<b>–</b>	<b>110,698</b>
<b>Unrestricted funds:</b>					
General	520,539	561,074	(537,782)	(74,504)	469,327
Designated funds	20,000	–	(5,504)	74,504	89,000
<b>Total general funds</b>	<b>540,539</b>	<b>561,074</b>	<b>(543,286)</b>	<b>–</b>	<b>558,327</b>
<b>Total funds</b>	<b>869,857</b>	<b>801,397</b>	<b>(1,002,229)</b>	<b>–</b>	<b>669,025</b>

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 £
<b>Restricted funds:</b>					
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
<b>Total restricted funds</b>	<b>187,141</b>	<b>471,971</b>	<b>(329,794)</b>	<b>–</b>	<b>329,318</b>
<b>Unrestricted funds:</b>					
General	625,052	504,694	(629,521)	20,314	520,539
Designated funds	60,000	–	(19,686)	(20,314)	20,000
<b>Total general funds</b>	<b>685,052</b>	<b>504,694</b>	<b>(649,207)</b>	<b>–</b>	<b>540,539</b>
<b>Total funds</b>	<b>872,193</b>	<b>976,665</b>	<b>(979,001)</b>	<b>–</b>	<b>869,857</b>

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.