revolving doors



HOPE BLOOMS

Annual report and financial statements for the year ending 31 March 2026

November 2026

revolving doors

About Revolving Doors

Revolving Doors is a national charity that aims to change systems and improve services for people 'in the revolving door' – people who come into repeat contact with the criminal justice system due to multiple unmet needs such as mental ill-health, substance misuse, homelessness, poverty and other traumatic life events.

We work to create a smarter criminal justice system that makes the revolving door avoidable and escapable. We do this by working alongside national and local decision-makers. We combine lived experience insight, robust research and system knowledge to drive effective policy solutions



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Welcome

Message from the Lived Experience Advisory Panel

This past year I have truly found my calling through being a member of Revolving Doors. Partnering with the team has been a fundamental part of my own recovery. Being an active member has provided me with life-changing support and played an important role in my transition from being caught in the revolving door, to joining forces with other members and building an exit for those still stuck in that cycle.

Each project has not only given me fulfilment in my life but also given me a sense of purpose. I have particularly enjoyed contributing to projects supporting police-led diversion and whole system approach models. My story and experience are utilised to help shape local services, cultivating the lived experience of myself and other members and putting that experience at the forefront of each project development and advocacy stage; through design, governance and delivery. There have been many instances where I felt my insight truly influenced and contributed to service improvements in police, housing and public health. We would then be kept up to date on the uptake of our recommendations and evidence they had impact, this style of partnership is a common theme throughout my time with Revolving Doors.

I have also been part of the lived experience feedback team providing insight to guide how the Government's drug strategy is implemented. By being included in discussions with civil servants I have absorbed the attitudes, values and expected behaviours of a real-life workplace. This has significantly improved relevant skills and inspired my ambitions for the future.

Throughout the year Revolving Doors has also given me valuable training and education through the Changemakers Academy, which aided me in everything I took part in. The peer research training gave me the tools and confidence to conduct peer led research out in the field and I now have a deep understanding of the role evaluations play in changing the system.

The Revolving Doors team have always prioritised my welfare and ensured that my safety is paramount. Everyone has an equal voice and is valued and recognised for their individual talents, qualities and characteristics, not just their stories.

We all have the opportunity to make real, lasting change and improve the systems and services that we once struggled through, so that there is a brighter future for the revolving door cohort.

Rhys
Revolving Doors LEAP member

Message from the Chair

In this, my final year as Chair, after almost seven years leading the Board of Revolving Doors, I am delighted to present our annual review for the year 2025/2026.

Last August we launched our new five-year strategy – an ambitious plan to dismantle the revolving door, tackling the root causes and amplifying lived experience leadership at every level. Coproduced with our lived experience members – people like Rhys, who so brilliantly introduced this report – this strategy truly centres the people we work with and for. It is more explicit about the cycles we exist to break. It is specific about how we achieve systems change. Above all, it is hopeful about our ability to deliver change for people, services and systems. This feels a radical sentiment given the prevailing sector mood, but it is one that is grounded in the lived experience of our members, all of whom have overcome immense obstacles to turn their lives around and create change for others.

I step down at a time of rapid policy activity and political flux, changing implementation priorities, and increasingly stretched public services – a backdrop that has characterised my tenure at Revolving Doors. Yet, this past year has seen unprecedented momentum for the revolving door cohort across government, Parliament, policing, probation and local systems. Our evidence has shaped national debates on sentencing, recall, diversion and policing practice. Our in-house Academy is now core to our way of working, and continues to build a strong pipeline of lived experience members, skilled and supported to contribute effectively and insightfully from their earliest weeks with us.

Alongside national milestones, such as the presumption against short custodial sentences introduced in the Sentencing Act, our work in Greater Manchester on the Whole System Approach to Diversion is potentially game-changing. It has become one of the strongest examples of place-based reform for people in repeat contact with the justice system. Our impact has been no less than culture change. System leads have described multiple lightbulb moments, triggered by the rich, authentic insight of our lived experience members. Through coproduction we have challenged public sector assumptions and promoted a trauma-informed, asset-based approach. Ultimately, our members have restored hope amongst seasoned professionals that a different response to entrenched prolific offending really can and does change lives.

Reflecting back to my first introduction in 2020 during the early months of the pandemic, resilience, adaptation and sheer hard work have defined every year since. Despite a demanding funding context, I leave Revolving Doors in robust health. The organisation is in as strong a position as ever, not only to weather the storms, but to nurture every green shoot to make lasting change for our revolving door cohort – in short, to thrive.

To our extraordinary members, dedicated staff, trustees, funders, and partners: thank you for seven unforgettable years. It has been a true privilege to stand alongside you all and it has meant a great deal to me to be able to watch so many members grow in confidence, resilience and self-belief, resolute in their determination to move forward and help clear paths to ensure others do not struggle as they have. I step down with immense pride in what we have achieved together and boundless confidence in Revolving Doors' hopeful future.

Sarah Payne CBE
Chair of Trustees
Revolving Doors

How we make change: our strategy

Vision

People are free from cycles of crisis and crime, reaching their potential in a happier, healthier and fairer society.

Mission

We will promote long-term solutions that tackle the root causes of the 'revolving door' by amplifying the voices and expertise of people who have experienced cycles of crisis and crime.

Values. We are...

Optimistic

We believe in the ability of individuals, services and systems to change.

Insightful

We value the diverse knowledge, expertise and potential of people closest to the issues and solutions.

Bold

We are ambitious for wholesale change.



Focus. We drive systemic change through influencing...

Structures

- **Policies:** Through inquiries, research and advocacy, we influence decision-makers toward evidence-based solutions.
- **Resources**: We advocate for long-term investment in services and spaces that divert people from the justice system and holistically address their needs.
- **Practices**: We train and empower practitioners; support effective service design and promote innovation.

Relationships and power

- **Relationships:** We bring people together to share their lived experience and expertise and promote joined-up solutions that address people's multiple and intersecting needs.
- **Power dynamics**: We shift power by bringing together our members and decision-makers to have meaningful conversations and develop solutions.

Mindsets

- **Mindsets:** We challenge stigma, stereotypes and unhelpful beliefs by promoting positive narratives and language in the sectors we work in and more widely.

Over the next five years, we will...

- Break cycles of exclusion and hopelessness by focusing on **prevention and diversion**.
- Break cycles of siloed, short-term fixes by promoting **joined-up, sustainable solutions**.
- Break cycles of distrust and stigma by promoting **empathy and empowerment**.
- Break cycles of low self-esteem and confidence with opportunities to build **pride and progress**.

Year in review: impact highlights

Throughout 2025/26 Revolving Doors worked alongside 97 members and 187 strategic partners to achieve tangible change for people in the revolving door:

- **Making the case for change undeniable** through our Preventing the Revolving Door report, in partnership with Newton.
- **Turning insight into systems change on the ground** in Greater Manchester through their whole systems approach to diversion.
- **Influencing national sentencing reform** through the Sentencing Act's presumption against short sentences.
- **Shaping the national debate on diversion** through evidence to the Leveson review.
- **Driving change in commissioning and service design** through our NHS England partnerships in the South East and South West.
- **Embedding lived experience in national policy reform** from multiple disadvantage, to homelessness and from co-occurring needs, to wider public sector reform.
- **Generating evidence that drives reform** through our lived experience forums, independent research and evaluations, including of Mental Health Treatment Requirements in Wales and the Intensive Supervision Courts pilot in England.
- **Strengthening our role as a trusted system partner** across government, policing, health and local systems.

The year in numbers

Membership

97 lived experience members, 37% increase on last year

24 members completed external training, gaining further skills and experience

37 Changemaker graduates

9 members moved into full-time employment or paid consultancy

Evidence and influencing

Members completed **9** coproduction and **6** peer research projects

39 expert opinions published, read over 49,000 times

7 research and policy reports published

Narrative change promoted through blogs viewed nearly **50,000** times and media engagement, including BBC interviews.

Blogs on sentencing and probation culture alone were viewed over **1,000** times

Practice

150+ frontline police and probation officers trained

Partnerships

187 public and corporate partners engaged

Our impact in 2025/26

Over the last five years we've taken massive steps towards ending the cycle of crisis and crime. We reached over 12,000 people through projects we supported. But progress is fragile, and the need for bold, system changing solutions is greater than ever.

Currently the UK is spending billions picking people up after they fall instead of stopping them falling in the first place. People caught in the revolving door bounce between police, prisons, hospitals, homelessness and drug services, with nobody responsible for the whole picture.

Around 29,000 people in England and Wales are caught in the cycle of repeat reoffending fuelled by multiple disadvantage. They account for more than 130,000 offences each year, costing over £5 billion in wider socioeconomic costs annually. Even just a 1% reduction in reoffending would save approximately £65 million per year.

They are often simultaneously known to police, probation, housing, mental health services, drug and alcohol treatment and local government. The problem is rarely that the state doesn't know them. It is that the state encounters one person and divides them into a collection of institutional problems.

The time to act – to break these cycles – is now.

Throughout the year Revolving Doors continued to be recognised as a credible, constructive and trusted voice across government, policing, health and local systems. But our impact is not measured in recognition alone. It is measured in whether the system feels different to the people moving through it.

A good organisation delivers its projects. A systems-change organisation also asks what those projects are collectively teaching it, whether the levers around the work have changed, and what it should do differently as a result.

Whilst our policy, research and communications work therefore remained focused on the areas of the criminal justice system that can drive or break the revolving door of crisis and crime, we are constantly engaging with the wider policy context to leverage new opportunities to promote joined-up, whole system solutions.

1. Prevention and diversion

We will break cycles of exclusion and hopelessness by focusing on prevention and diversion.

Over the next 5 years we will work with members and trusted partners to...

- Prioritise prevention and diversion, working across policing and probation
- Explore the impact of new technologies
- Embed peer support and co-production approaches widely

Why this matters

For decades, short prison sentences have driven the revolving door cycle, disrupting support systems and entrenching the very factors – mental ill-health, addiction and housing instability – that drive offending. The evidence we've generated and the experiences of our members show us that we need to intervene as early as possible to spot and address the root causes driving repeat offending through diversion out of the justice system.

Contact with the justice system should be a circuit breaker, the opportunity to spot a life spinning out of control and to set people on a different path, not to drive someone further into crisis. This matters for individuals. It matters for communities that live with the impact of the revolving door. And it matters for policing, courts and probation, where time and capacity are disproportionately taken up by a small number of people churning through the system.

- **Scale:** 29,000 to 56,000 individuals are trapped in these prolific offending cycles.
- **Volume:** This group is responsible for at least 130,000 crimes a year.
- **Cost:** Reoffending in this cohort generates criminal justice costs of at least £242 million a year and wider socio-economic bill of over £5 billion. Each individual costs the system over £100,000 per year. Lifetime costs exceed £1.4 million.

Impact highlights

The revolving door cohort is more visible and better evidenced

In partnership with Newton, we produced **Preventing the Revolving Door,** a first-of-its-kind deep dive, bringing together rich life histories, cutting-edge data analytics and robust economic modelling to make the case for a distinct response to the revolving door cohort. Senior national and local officials have described the report as "game changing" and the "hard currency" they need to prioritise our group:

The Sentencing Act has introduced a presumption against short custodial sentences

The presumption against short custodial sentences of 12 months or less is a major shift in the direction we have long called for through our member-led Short-Sighted Campaign. The campaign received high-level backing, including from former Justice Secretary David Gauke, whose independent review was directly informed by evidence from our members. Martin Jones, Chief Inspector of Probation, praised our members' evidence, calling it "the most thoughtful and solution-focused engagement" received during the Sentencing Review.

Diversion and problem-solving justice moved further into the mainstream

The Leveson Review heard evidence from our members and recommended stronger diversion, including pre-arrest diversion and better support pathways. In Greater Manchester, our members have codesigned Wigan's community diversion testbed and the new Manchester diversion court. See Greater Manchester spotlight on p.13 for more about our game-changing working in Greater Manchester.

Elsewhere, they have influenced the National Police Chiefs' Council's retail crime work, strengthened trauma-informed policing in London, and shaped Home Office policy on drug testing on arrest.

> "A huge thank you to everybody for all of the experiences you've shared. They are hugely humbling and quite upsetting and disappointing in a number of instances and certainly given me a lot to think about in terms of the support that we can be feeding back and working with treatment providers." Home Office representative attending the drug testing on arrest forum.

Home Office representative

Intensive Supervision Courts are being expanded in the direction we called for

The Expression of Interest for Intensive Supervision Courts, which take a problem-solving approach to justice, encouraged potential new areas to focus on low-level prolific offending, consistent with the case we made.

National rollout has been influenced by our **evaluation of the Intensive Supervision Courts pilot** with CFE Research, published by the Ministry of Justice in November 2025. Early outcomes demonstrated through the evaluation include positive participant engagement, improved multi-agency working between probation and the courts, and high initial compliance.

We have secured national shifts in recall reform

In a forum with Ministry of Justice officials our members described a recall process that is confusing, overly punitive and disconnected from people's real needs. They were clear that change is both urgent and achievable. By highlighting how low literacy and neurodiversity lead to unintentional breaches, we influenced the government to modernize license conditions – the first time the officials had ever met people subject to license conditions. Reforms, to be implemented over the next two years, include **simplified language, explanatory videos, and QR codes** linking to accessible guidance.

> "Members' contributions were particularly rich and meaningful, and the feedback will certainly be used to further our work to improve understanding of licence conditions and levels of compliance."

Emma Thompson, Ministry of Justice Public Protection Group



2. Joined-up solutions

We will break cycles of siloed, short-term fixes by promoting joined-up, sustainable solutions.

Over the next 5 years we will work with members and trusted partners to…

- Promote whole-system approaches
- Push for sustainable investment and collaborative co-commissioning
- Drive progress on tackling disparities

Why this matters

Sustainable reform requires moving beyond siloed responses.

Our cohort generates high demand and high cost across public services. Paradoxically, they also largely fly under the radar, written off as "too chaotic" to engage, not meeting service thresholds, falling through the gaps between services, and not prioritised by a criminal justice system where resources are concentrated on those at risk of serious and violent offending. The police, courts and probation often have the greatest visibility on our group. But the circumstances driving their offending sit across health, housing, substance use, welfare and local government.

The only way to respond effectively and efficiently is through joined-up, whole system approaches.

Impact spotlight: Greater Manchester's whole system approach to diversion

For the first time, **a whole-system approach is being built around the revolving door group in Greater Manchester**. Working with our team and members at every stage, Greater Manchester has begun developing a place-based response focused specifically on people repeatedly criminalised for low-level offending because of unmet health and social needs. This is early-stage, but important: the clearest live test yet of what a distinct, "whole-system approach" to our group could look like in practice.

Key stakeholders have described **multiple lightbulb moments** triggered by our members. The richness and authenticity of their experience and insights have challenged and inspired, prompting officials to question their assumptions and think afresh about how the system responds to this cohort.

> "I do not know what we would have done if we did not have a relationship with you guys. You know, it is as simple as that in terms of all of those connections and meeting brilliant people like Sean and Roy and Jeanette and the wider [lived experience] group. It has made me re-remember that hope is possible, really, as much as anything."

Paul Whitemoss, Wigan testbed lead

Our involvement has achieved a significant culture shift across partners. In Wigan, site of the first community diversion testbed, coproduction has widened the scope of what is meant by "whole system", shifting the model from a standard referral pathway into commissioned services to a **relationship-focused model that links in community assets**.

Relationship as the intervention

Lived experience members highlighted that current referral processes for this group do not work. Revolving Doors shared learning from national projects on enablers and barriers to engagement with services. As a result, **addiction services, support and recovery are now at the heart of the Wigan model**.

Beyond services

Through our involvement, the Wigan model has evolved beyond "statutory agencies doing statutory things" to a genuinely person-centred, place-based response that pulls in the local community. Members have widened the understanding of peer support to include recovery communities. These communities provide instant access to positive, peer-led opportunities and hold hope, even before people have built it for themselves.

As a result, **two Recovery Community Coordinator posts** have been built into the model to bridge the gap between commissioned services and community groups. **Funding is also being made available to grassroots groups**.

Systemic flexibility

Through coproduction, system leaders have been challenged to move away from "compliance-only" models that lay traps and barriers for people. This has influenced the model's foundational principles and set the framework for the weekly operational group, to be **focused on agile problem-solving** rather than rigid enforcement.

Other highlights

Strengthening the case for integrated mental health and addiction services

The **new co-occurring mental health and substance use framework**, for which we supported members to sit on the expert group, reflects the case our members made for integrated responses to overlapping need.

Following our roundtable on how to make community treatment orders work better for the revolving door cohort, Dame Carol Black committed to engaging Police and Crime Commissioners to strengthen partnerships and advocate for joint funding models, and to raising barriers to secondary Mental Health Treatment Requirements with the Royal College of Psychiatrists.

Embedding coproduction in commissioning and service design

We have taken a sector-leading role to embed community engagement and the meaningful involvement of people with lived experience in commissioning and service design through lobbying on the **English Devolution Bill**. This has enabled us to position lived experience as both a participation principle and a practical driver of service integration. The Government's new **Local Outcomes Framework**, reflecting the case we made, now explicitly identifies adults experiencing multiple disadvantage, including contact with the criminal justice system, as a priority outcome.

On the ground, we have continued our long-running relationship with **NHS England Health and Justice**. Our lived experience teams in the South East and South West have worked closely with commissioners to support the mobilisation of new integrated non-custodial health and justice services, and provide real-time insight into service delivery.

Embedding coproduction across national and local government

Through our facilitation of the NECG, the national lived experience group for people facing multiple disadvantage, we have:

- Enabled coproduction across all aspects of **Changing Futures**, the Government's multiple disadvantage programme through the NECG, and delivery across the national support contract and national evaluation
- Worked with OHID to ensure that lived experience insight, including from people in active addiction and not engaging with services, informs implementation of the **drugs strategy**
- Ensured that lived experience of a wide range of homelessness informed the new **cross-government homelessness strategy**.

> "Words like coproduction and lived experience trip off the tongue but what the NECG has done is embedded that language and expectations in services and communities. They're not nice to have or added extras, they're fundamental to getting services right and supporting people in a positive, strengths-based way."
>
> **Tom McCulloch, The National Lottery Community Fund**

Changing Futures' new systems maturity framework makes lived experience coproduction an essential building block for local public sector reform and enabler of reform across other core domains, including data, governance and commissioning. With our support, local area partnerships have moved from minimal, sometimes tokenistic lived experience involvement to robust, sustainable models, where people with lived experience are supported to lead.

Working at pace alongside our partners Groundswell and JustLife, and investing core funds to ensure the highest standards of coproduction, NECG members influenced key policy and delivery commitments in the **Government's homelessness strategy**, published in late 2025:

- The strategy recognises the **centrality of trauma as a driver of homelessness** and the need for homelessness services to be trauma-informed.
- Members' experiences of fragmented support that came too late to prevent have influenced a **new "duty to collaborate".**
- The Government committed to **producing a "Know Your Rights" document** that will explain homelessness legislation and the realities of making a homelessness application.
- The strategy **explicitly includes criminal justice and prison leavers**. It links stable accommodation to reduced reoffending and commits to improving outcomes for people leaving prison.

> "Your contributions were crucial to the development of the strategy... I hope that you will recognise the strategy's acknowledgement of the importance of lived experience and how it informs policy making."
>
> **Alison McGovern MP, then Minister of State for Local Government and Homelessness**

3. Empathy and empowerment

We will break cycles of distrust and stigma by promoting empathy and empowerment.

Over the next 5 years we will work with members and trusted partners to...

- Expand member-led training for professionals
- Promote community engagement and empowerment
- Change the narrative to reduce stigma

Why this matters

Practitioners need practical tools and support to empower them to respond with empathy to a cohort that has long been written off by the system. But more than understanding and empathy, this last year has highlighted the extent to which they need hope that a different response might make the difference.

Contact with our members through our forums, training and wider coproduction activities restores that hope. Police and probation officers rarely hear stories of recovery and success. Alongside advocating for the distinct needs of our cohort, our training changes hearts and minds. It shows that change is possible with the right response – practical, relational, realistic about the nature of recovery. Our members are the living proof that people can exit the revolving door and can thrive.

96%
of participants agreed the training had improved their knowledge of working with young adults

87%
of participants agagreed it had improved their confidence.

> "I was expertly put at ease, made welcome, and completely engaged, quite literally within seconds. I have rarely, if ever, experienced the privilege of such obvious experts in the field actually delivering the learning."

Young adult training feedback

Impact highlights

Improving frontline practice at scale

We trained **court probation staff in Kent** through a commission from NHS England South East, and **101 probation officers in Kent, Surrey and Sussex** – the first time HM Prison and Probation Service has directly commissioned our training – to work more confidently and effectively with young adults.

The probation cohort achieved outstanding improvements in knowledge and confidence:

Lived experience-led training for **45 neighbourhood police officers in Wigan** challenged assumptions and built empathy, curiosity and understanding for the lives of people in the revolving door. The training, delivered by our members, some of whom had been picked up by the officers in the room 50+ times, was described as "uniquely powerful". Sessions were sometimes challenging, with a full spectrum of responses from officers. For some, it resulted in "lightbulb moments", for example, about how addiction drives offending in this cohort. Other officers were more resistant. This too was useful in terms of surfacing cultural barriers to diversion.

Bringing fresh perspectives to civil service decision-making

In partnership with the Ministry of Housing, Communities and Local Government (MHCLG), we designed and ran a mutual mentoring pilot, which paired 17 senior civil servants with 17 mentors with lived experience. The pilot received a recommendation rate of 9.4 out of 10, with officials noting it helped them "come at problems from a different angle".

Shining a light on court experiences

Our flagship research project, funded by Nuffield Foundation and delivered in partnership with the Institute for Crime and Justice Policy Research (ICPR) at Birkbeck, University of London, concluded its fieldwork phase. Academics, research staff and peer researchers have interviewed over 130 participants in depth about their experiences navigating the criminal and family courts. Early findings point to **deep mistrust in a strained and underfunded justice system**, particularly for people in the revolving door cohort where negative lifetime contact with state institutions compound the lack of trust, low expectations of justice and harms they experience.



4. Pride and progress

We will break cycles of low self-esteem and confidence with opportunities to build pride and progress.

Over the next 5 years we will work with members and trusted partners to…

- Expand and evolve our lived experience networks
- Evolve our 'Academy' model and develop internal training and opportunities for members
- Create external progression routes beyond Revolving Doors for members to move on to

Why this matters

If Revolving Doors has a mantra, it is that the people closest to the problem are closest to the solution and closest to the truth about whether change is real. We cannot achieve our mission without our lived experience members, and the networks and communities they allow us to reach. We are nothing without our members.

Our new five-year strategy recognises this. It truly centres our members. For the first time, the positive change that we achieve for individual members sits alongside our systems-change ambitions as a core priority. We are committed to developing our member networks, support and progression routes to help members reach their full potential, both in their work with us and beyond.

> "I felt very well held and seen in a way I hadn't been for some time… It's helped shape my life… it's about identity."

Julian, former Changemaker graduate and Academy facilitator

Impact highlights

The **Revolving Doors Academy** is our inspirational in-house member development programme. The Academy is delivered through a structured pathway, drawing on the well-evidenced Recovery College approach and fully coproduced with a team of peer facilitators. It is largely funded through core funding and with support from the PA Foundation.

This year, we've **embedded the 12-week Changemakers induction programme** for new members, offered a range of **"step up" workshop and courses**, including accredited training, and **strengthened our move-on and alumni offer**.

The Changemakers programme supported **37 participants, with 24 members gaining further skills and experience through external training**.

High engagement and impact

The Academy is now the foundation of our work with our lived experience members: nine of the 10 most active members are Changemaker graduates.

Personal transformation

The Academy facilitates significant shifts in how participants view themselves, breaking cycles of low self-esteem and re-building personal pride. Graduates report that the Academy empowers them to recognize their inherent value, providing them with the confidence to "take up space" – a transformational identity shift without which members cannot achieve more formal progression goals.

Tangible progression

Nine graduates moved into **full-time employment or paid consultancy**. 75% of Revolving Doors' lived experience members have accessed further education, training, or employment since joining, of whom 71% "definitely" attributed this success to their involvement with Revolving Doors.

Skills development

Participants reported 100% satisfaction regarding improvements in public speaking and critical thinking. Training for specialist roles included **"train the trainer" training** and **OCN-accredited peer research training.** Participants subsequently trained police officers and worked on research projects alongside professional researchers.

Safe participation

The Academy has become central to our proactive safeguarding approach, supporting members to share their experiences safely and develop personal boundaries.

Sense of achievement

Graduation ceremonies provided significant emotional impact, particularly for those who did not complete school. Many Changemakers tell us it is the first time they have ever graduated from everything.



Member spotlight

Hannah Darby, Changemaker graduate, Revolving Doors lived experience member – and now Revolving Doors alumnus

"I chose to join the Revolving Doors Academy because I'd heard really good things about it, and it was obvious that Revolving Doors genuinely invests in the people involved with them. They really value lived experience and want people to grow in confidence, develop skills, and use their voice to create change, so I knew it was something I wanted to be part of.

One of the biggest positives for me was meeting the group and getting to know people from different backgrounds, all with different experiences and perspectives. It was such a supportive environment and everybody had an equal voice. I genuinely enjoyed the conversations, the group work, and learning alongside people who just 'got it' without needing loads of explanation.

The Academy covered so many important topics, but the modules that stood out the most for me were critical thinking, confidence and assertiveness, and boundaries, burnout and self-care. Those sessions have honestly helped shape who I am today, not just professionally but personally too.

The critical thinking module really changed the way I approach situations. It helped me slow down, think things through properly, challenge assumptions, and look at different perspectives instead of reacting emotionally or jumping straight to conclusions. That's helped me massively in both work and everyday life. I definitely communicate more clearly now, both in public and in writing, and I feel much more confident expressing myself.

The confidence and assertiveness sessions were really powerful as well. A lot of people with lived experience spend years feeling unheard or doubting themselves, and I think that can stay with you for a long time. That module reminded me that our experiences do matter and that we deserve to speak up and take up space without feeling guilty for it.

The boundaries, burnout and self-care module has probably been one of the most useful for me personally. When you care deeply about this work and the people involved, it's really easy to give too much of yourself and forget to look after your own wellbeing. Learning about boundaries, self-awareness and recognising when to step back has been invaluable for me.

Since finishing the Academy, I've become a full-time paid member of staff with my local Change Grow Live as a Recovery Coordinator, which I'm really proud of. I genuinely believe the Academy helped support that journey. It gave me more confidence in myself, helped me trust the value of my lived experience, and taught me how to communicate with more confidence and conviction in professional spaces.

More than anything, the Academy helped me realise that lived experience has real value, and it's given me the confidence to keep fighting for people stuck in that revolving door of crisis, addiction, homelessness, poor mental health and the criminal justice system – not just with emotion, but with real understanding, purpose, and passion for change."

Looking ahead: our plans for 2026/27

2026/27 is a year of significant political change. With a new Prime Minister and new priorities, the context is shifting but, as with the enactment of the Sentencing Act, this change brings **real opportunity**. We are well placed to shape what comes next. Our refreshed *Beyond the Cycle*, published in 2026/27 sets out a clear roadmap for turning early progress into systemic change. Our long-standing partnership with Greater Manchester presents a significant opportunity: our work is already testing the proposition that the state can be rewired to work differently around a distinct group in a distinct place. The continued support of critical core funders enables us to seize this moment.

Nationally, our focus will be on **implementation**: ensuring that recent reforms, including the Sentencing Act and Leveson's diversion recommendations translate into meaningful change on the ground. Reform only succeeds when matched by investment, cultural change and a commitment to rehabilitation. We will therefore work closely with officials, partners and practitioners to monitor impact, influence guidance, and make the case for strong pre-sentence reports, credible community options, realistic licence conditions and peer-led support.

We will continue to push for **earlier and more effective diversion**, particularly police-led and pre-arrest approaches. We will promote wider use of Outcome 22 and adoption of well-evidenced systematic interventions such as the West Midlands' Offending 2 Recovery. We will engage with policing, PCCs and the Home Office to ensure emerging initiatives do not become enforcement-heavy but instead connect people to treatment, housing and support.

Building on the significant insight we have gained over the last two years into the lived reality of addiction in our cohort, we will launch a new **member-led inquiry to design the blueprint for addiction and recovery services** for people in the revolving door.

We will **expand and strengthen our lived experience forums** — national, place-based and specialist women's, race and neurodiversity groups — to shape implementation of diversion, sentencing, recall, peer support and community alternatives. We will also launch a new addictions forum and network.

In **Greater Manchester, we will support the move from design into delivery**. We will continue to play a central role in the emerging whole-system approach, supporting implementation and evaluation of the Wigan testbed, further rollout of community diversion across Greater Manchester, the launch and piloting of the diversion court, progressing custody improvement work, the next phase of women's pathway research, supporting recommissioning of Greater Manchester Rehabilitation Services and codesigning a new approach to supporting the prolific offender recall population in HMP Forest Bank. We will take a "test and learn" approach, shaping the work as it develops and capturing live learning for other areas interested in a distinct, place-based response.

We will **build and deepen relationships in other strategic authorities** with ambition to learn from the work in Greater Manchester and develop their own whole system approaches to diversion.

Across both national and local work, we will seek to **strengthen action on root causes**, pushing for cross-government work on reducing reoffending and better alignment across justice, housing, health and local government.

Underpinning this delivery, we will continue to **develop the Academy** with our members, consolidating our learning from the first five cohorts of Changemakers, and further improving the structure of our progression, move-on and alumni offers:

- **Structured move-on:** While our induction is well established, we will add further structure to participants' long-term development, including through new monthly **Progression Pathway sessions**.
- **External pathways:** We will strengthen **connections with external training providers and employers** to broaden progression routes.

Finally, we will continue to **share learning and build momentum**. Through briefings, roundtables, events, practitioner training, information sessions and public-facing communications, we will spread what works, support implementation, and keep attention on our group, as the cohort most likely to be failed by fragmented systems. The refreshed *Beyond the Cycle* will anchor all our influencing with government, national bodies and local authorities, positioning it as the blueprint for reducing repeat contact with the justice system.



Enabling our impact

Growing our lived experience membership

Our members make Revolving Doors. We are nothing without them. The Academy is providing a strong pipeline of new members, with the result that **our membership is up 37% on last year**.

Our latest member survey evidences how our model supports and empowers our members.

Relationships and voice

94% have **developed positive relationships with their peers**.

88% have **developed positive relationships with professionals** across the justice system and wider sector.

88% believed their involvement with Revolving Doors **led to positive change for those caught in the cycle of crisis and crime**.

94% felt able to **share their opinions** when asked, and that **they are listened to** in their work with Revolving Doors.

90% feel like their **contributions are making a difference**.

Wellbeing and purpose

Working with Revolving Doors has helped...

97% **feel part of society**.

90% **come to terms with things** that have happened in the past and move forward.

97% become aware of their strengths.

72% said that their work with Revolving Doors **'always' gave them meaning and purpose in life**; 22% said that it 'often' gave them purpose in life.

Education, employment and training

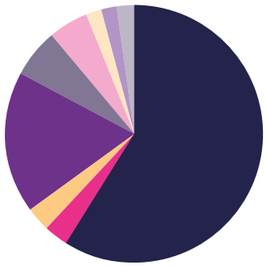
75% have **accessed further education, training or employment opportunities** since working with Revolving Doors.

Of these, **71%** said that working with Revolving Doors **'definitely' helped them take this step** into further education, training or employment (EET)

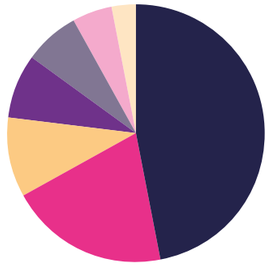
50% said that working with Revolving Doors **helped them move closer to their EET goals**, where people had not taken this step.

69% felt **very positive about the future**.

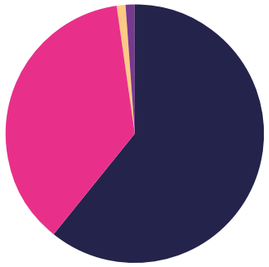
Demographics



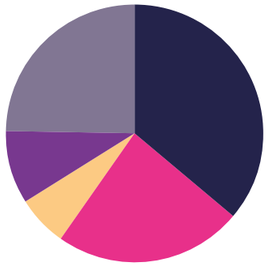
- White British | 59%
- White –any other | 3%
- Asian/British Asian | 3%
- Black/black British | 18%
- Mixed White and Black/ African Caribbean | 6%
- Any other mixed/multiple ethnic background | 5%
- Any other ethnic group | 2%
- Not known | 2%
- Prefer not to say | 2%



- 0–1 years | 47%
- 1–2 years | 20%
- 2–3 years | 10%
- 3–4 years | 8%
- 4–5 years | 7%
- 5–6 years | 5%
- 6–7 years | 3%

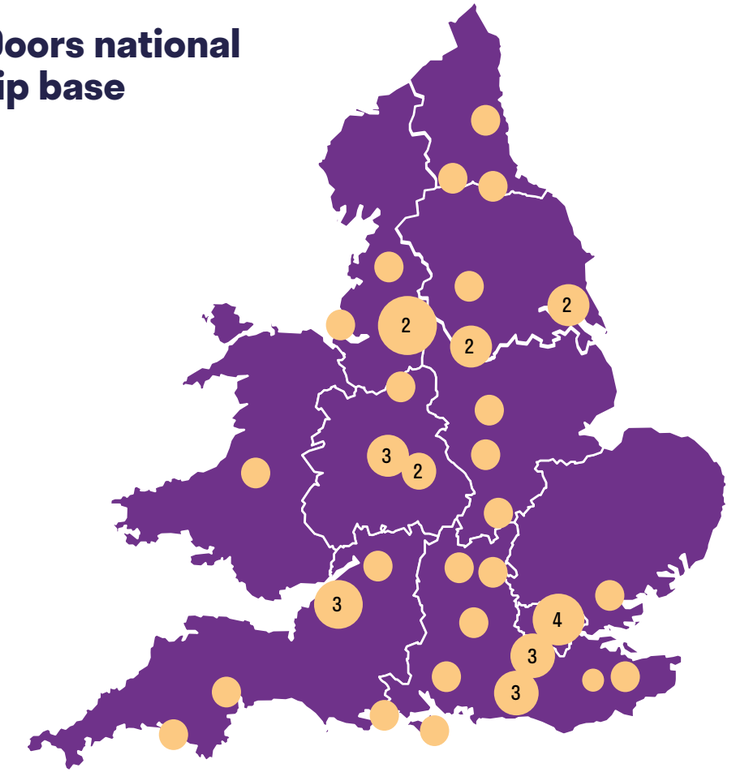


- Men | 59
- Women | 36
- Defined as other | 1
- Preffered not to say | 1



- People aged 40-49 | 35
- People aged 50+ | 23
- People aged 30-39 | 24
- People aged 18-29 | 9
- Unknown | 6

Revolving Doors national membership base



Growing our partnerships

As a small organisation tackling deep-rooted problems, we can only achieve impact at scale through strategic, values-based partnerships. This year **we've worked with 187 public and corporate partners**.

Policy and sector influencing

The **Recall Reform Coalition**, a cross-sector working group with Catch 22 and Switchback, has put recall and remand back on the political agenda.

Public sector partners

We can only achieve impact at scale through building long-term partnerships across the public sector, from our decades-long relationship with **NHS England Health & Justice**, to our strategic partnership with **Greater Manchester Combined Authority**, culminating in coproduction their Whole System Approach to Diversion.

Private sector partnerships

Partnering with consultancies and tech companies to deliver strategic contracts puts our members in the room to influence consultants and civil servants upstream of major decisions. Working with **Newton and Xantura** on "Preventing the Revolving Door" brought together our deep qualitative insight with robust quantitative and economic analysis to make the case for our cohort as never before.

Academic collaboration

We partner with universities to access major research funders and model lived experience coproduction. Our three-year procedural justice research project, Lived experience of the law, funded by **Nuffield Foundation and delivered with Birkbeck ICPR** is the first time the Birkbeck academics have coproduced a research project end-to-end with people with lived experience of the courts.

Referral partners

Building networks with service providers, from peer-led recovery groups to national charities, ensures mutual benefit. Our partners connect us with members, while we strengthen their capacity to amplify lived experience in local systems.

Spotlight on Academy partnerships

The Academy has been supported by **PA Foundation** since its inception. In addition to contributing funding, PA Consulting volunteers have co-delivered Changemaker sessions with our members and strengths-based training for our peer trainers to support them to identify their skills and strengths. Alongside PA, we've worked with the following fantastic partners this year to provide specialist training and support:

Spark Inside delivered their power group-coaching **Hero's Journey** to support members to think about their personal journey and how they can overcome challenges to make the most of future opportunities.

Happy, an award-winning training provider, delivered two pro bono courses through the Academy:

- **Train the Trainer** to support members to develop facilitation skills, confidence and practical experience to take on peer facilitation and training roles, including joining the Academy delivery team. Four recent Changemakers delivered three days of training to 45 neighbourhood police officers in Wigan as part of our work with Greater Manchester Combined Authority.
- **Digital skills training** to six recent Changemaker graduates to improve their confidence and ability to use technology. This key skills training is critical to members' ability to get the most out of the opportunities we offer, as well as accessing further learning, training and employment opportunities.

Thanks

The significant impact we have achieved this year is not possible without the support of an incredible group of funders and corporate partners. Some have supported Revolving Doors for many years. Some are new supporters. We thank them all.

- AB Charitable Trust
- Barrow Cadbury Trust
- Camurus
- City Bridge Trust
- Greater Manchester Combined Authority
- Hadley Trust
- HM Prison & Probation Service
- John Ellerman Foundation
- National Lottery Community Fund
- Nuffield Foundation, through Birkbeck, University of London
- PA Foundation
- University College London
- University of York



Statutory reporting

Structure, governance and 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.

Following a rebrand in 2022 we removed the term 'Agency' from our name. All internal and external communications now use Revolving Doors. Our registered name remains The Revolving Doors Agency.

The Board of trustees

The Board of trustees is responsible for the governance and strategic direction of the charity, ensuring it delivers its mission and strategic priorities in line with its values. We have a **shadow board of members – our Lived Experience Advisory Panel** – who meet quarterly with the senior leadership to guide and shape strategic decisions. The Board meets formally every quarter, plus an additional joint trustee-LEAP-leadership strategic away day. Individual trustees volunteer significant time and expertise outside the formal Board cycle.

Over the last two years we've **refreshed the Board** to ensure that our trustees:

- Bring key skills, experience and contacts to supplement those of the staff team, informed by a skills audit, and
- Are more representative of the characteristics of the revolving door, informed by the recommendations of our Equality, Diversity and Inclusion task & finish group (made up of trustees, staff and lived experience members). As a result, five trustees are from minority ethnic background; two have revolving doors lived experience.

We **recruit openly and transparently**, with support from recommendations where appropriate. Prospective trustees meet with the Chair, a small group of trustees and the LEAP before we take up references and invite them to join the board. Induction includes written briefings, meetings with the Chief Executive and leadership team, safeguarding training, and the opportunity to access externally delivered training, particularly for first-time trustees.

Five new trustees joined the Board this year, bringing senior policing, probation, local authority commissioning, and recovery and housing service provision expertise, as well as race, crime and justice policy expertise, and academic connections.

Organisational structure

Day-to-day management is delegated to the Chief Executive, who leads the Senior Leadership Team. The leadership team attends Board.

Revolving Doors' staff, based on headcount, averaged 13.5 during (2025/26: 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.

We also engage trusted associates who work with staff to deliver specific projects.

Our remuneration policy

Delivery of Revolving Doors' mission and strategy is primarily dependent on our staff, which is the largest single element of expenditure. 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.

We remunerate all lived experience members for their involvement, recognising their time, skills and expertise, applying the following principles:

Our principles of good practice for payment and reimbursement of members are:

- Lived experience members are given the **right information at the right time to be able to make an informed choice** about how and on what terms they want to be involved.
- Members are paid according to **open and consistent criteria** that take into account the level of involvement and the skills and expertise required. All rates are at or above London Living Wage.
- Members are provided with **information and support on keeping within their benefits conditions** so that they can be confident that payments for involvement are legitimate and will not affect their benefits. The payments process, in which we establish how much each individual is allowed to earn without affecting their benefits and support them to obtain agreement from the Jobcentre, is a condition to paid involvement with us.
- Remuneration for involvement in our work is **paid fortnightly in arrears via BACS**.
- Members are **not to be left out of pocket** or put at risk of being financially worse off because of their involvement with us. Expenses, including carer expenses, are covered in advance or reimbursed promptly to avoid creating barriers that deter people from being involved.
- Payment rates, and reimbursement policy and practice are **regularly monitored** and evaluated.

Risk management

Trustees have a legal duty to manage resources responsibly and avoid exposing the charity to undue risk. Under the oversight of the Board, strategic risks are actively reviewed and managed through the quarterly Board cycle through recurring and special focus items.

High impact risks managed over the last year:

Financial sustainability

The wind-down of pivotal national funding streams, specifically the abolition of NHS England and, throughout 2025/26, the reported ending of Changing Futures in March 2026, posed a very likely risk to our annual budget in 2026/27. This contract cliff-edge created a projected funding gap that we actively managed and mitigated throughout the year through monthly management accounts, and income generation and pipeline reporting, reporting monthly to board instead of our usual formal quarterly reports.

Our highest strategic priority was to secure multi-year, long-term core grant funding. Several long-term supporters, including Barrow Cadbury Trust, the National Lottery Community Fund and the AB Charitable Trust, committed to significant new funding. In addition, trustees designated funds to recruit a Director of Communications and Campaigns to lead on major donor and corporate fundraising.

Alongside closely monitoring fundraising progress, trustees kept cost-cutting options under review throughout the year. As a result of sustained relationship building and careful management, by the end of the financial year we could map out a plan to reach our 2026/27 income target.

Safeguarding strategic impact and independence

Financial pressures can push small charities towards commercial contracts that do not deliver strategic impact. This was a live, short-term risk in response to the financial challenge, actively managed through focusing fundraising on core grants that support the delivery of impact-focused independent research and policy work, and prioritising strategically aligned social enterprise. Our efforts were aided by an increasingly strong profile following our well-received strategy launch in August 2025.

Reputational integrity and coproduction

Our reputation with funders, decision makers and members rests on authentic, genuine coproduction between people with lived experience and professionals. We continued to manage the risk of Revolving Doors being compromised by association with high-profile local and national government programmes that lack genuine coproduction through a careful assessment of risk versus impact for all local and national government work. Where necessary, we committed core funds to ensure the highest levels of coproduction in line with our values.

Operational resilience

Operating close to capacity across multiple complex projects risks staff burnout and delivery fatigue. We manage capacity at the Executive level through annual and quarterly capacity planning. To support staff we provide an outstanding wellbeing package (including a 4.5-day working week and reflective practice) to protect team morale and retention, alongside being transparent during recruitment about our working culture to maximise fit and retention. Staff wellbeing is reported annually to trustees through an anonymous survey. We also undertook prudent planning to manage any eventual restructuring transparently if the worst-case funding scenario materialised.

Data security risks

All charity must contend with the increased frequency and sophistication of phishing and ransomware attacks leading to loss of access to key systems or data theft. We maintain Cyber Essentials Plus certification for robust digital security. This year we commissioned an external review of our data protection policies and processes, alongside external training for all staff. Staff are regularly reminded of the risks. Multi-factor authentication is now required for access to all our systems.

Financial review

Given the challenging funding environment the charity had a positive year, **maintaining income at a similar level to the previous year**: £1,154,816 (2025: £1,131,125). The charity had anticipated a difficult funding year and **succeeded in holding expenditure**, £1,123,181, at a similar level to the prior year, £1,120,942. The resulting surplus of £31,635 (2025: £10,183) increased restricted reserves by £53,204 (2025: decrease £43,974) and decreased unrestricted reserves by £21,569 (2025: increased £54,157).

Income

Revolving Doors builds relationships that allow us to proactively seek charitable income and social enterprise projects that further our strategic aims.

Our aims over the last year have been to grow our core grant funding through deepening existing funder relationships, and scoping and developing new funder relationships; diversify our social enterprise clients to replace NHS England and Changing Futures-related contracts; and to further diversify our income generation strategy, scoping and developing new unrestricted income streams from corporates and major donors, including family trusts.

All income generation opportunities are tested against the following key principles:

- **Strategic alignment**: all social enterprise sits within our strategy and contributes to the impact we want to see in the world
- **Capacity**: we assess whether we have capacity to deliver a high-quality project. Social enterprise and reactive projects shouldn't detract from our ability to deliver core activities and projects
- **Values**: successful partnership, with funders, clients and delivery partners, are founded on shared values, or mutual appreciation of values.
- **Learning**: everything we do should bring learning into the organisation, so that the solutions we advocate for are built on robust and timely evidence
- **Agility**: we adapt flexibly to challenges, finding new ways to deliver for clients and people in the revolving door. All team members are responsible for spotting new opportunities and levers.

We are grateful to the many **trusts and foundations** that share our vision, many of which have supported us over several years. We also thank our new funders, including several new corporate partners. Despite a difficult and uncertain funding landscape, with many funders pausing, restructuring, spending out, closing funding rounds early or moving to invite-only models, grant funding increased to £477,408 this year (2025: £325,564). Where funders and partners are new to us, we have followed the ethical partnerships due diligence process adopted by Board in 2024.

Social enterprise income derives from lived experience coproduction contracts, and research and evaluation, plus a small but growing lived experience-led training offer. Contract income decreased to £642,961 this year (2025: £781,328).

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 trustees adopted a new reserves policy in line with Charity Commission guidance. The policy considers:

- The **nature and level of charitable funds held**
- The **financial impact of major strategic and operational risks**. This includes 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**, 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 have a clear and explicit commitment to using excess reserves to support critical strategic work and pursue innovation opportunities
- **Benchmarking** against similar sized charities in the sector.

The policy takes a dynamic approach to reserves year on year, which allows the charity to better respond to the turbulent financial and funding climate. It also integrates the process of setting the reserves position into the annual strategic planning, risk management and budgeting cycle.

The annual reserves position is built up from:

- Analysis of the financial impact of major strategic risks
- Working capital requirements, set for 2026/27 as 25% of forecast social enterprise income
- Income security, set as 20% of unsecured forecast income, included only in years where unsecured income exceeds 40% at budget setting. This was the case in January 2026 and therefore the income security requirement was included.

Based on this calculation, unrestricted reserves at 31 March 2026 were just below target: £590,915 compared to a target of £595,740.

In March 2025 the Board approved the designation of £104,000 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. Costs of £94,459 were incurred and the balance released to unrestricted reserves. Given the scale of the general fundraising challenge in March 2026 and the fact that reserves were slightly below target, trustees did not approve a new annual designation.

Going concern

The trustees have reviewed the charity's financial position, cash-flow forecasts and funding pipeline for 12 months from the date on which these financial statements are approved. Taking account of available unrestricted reserves, expected income from grants and contracts, and the trustees' ability to manage expenditure in response to changes in income, they have a reasonable expectation that Revolving Doors has adequate resources to meet its liabilities as they fall due and to continue its activities for the foreseeable future. The financial statements have therefore been prepared on a going-concern basis.

Statement on environmental impact

Revolving Doors recognises that its activities have an impact on the social and physical environment in which we operate. Our offices and people use up energy and resources – power, paper, plastics – and create pollution. The production of computers is one of the most wasteful processes in the world. Travelling to the places we work and convening our members in-person inevitably has a cost beyond immediate financial payments.

Alongside this Revolving Doors realises the importance of reducing carbon emissions in tackling climate breakdown. We are committed to accelerating a just transition to net zero and reducing the impact on the environment from our operations. Our carbon reduction plan provides a framework of actions to minimise our environmental footprint across six action areas.

Transport

- Staff are encouraged to take public transport wherever possible
- Conscious consideration of the travel needed to deliver our mission

IT

- High awareness across the team of the carbon footprint of emails and cloud storage
- Regular Sharepoint clean-ups with clear folder ownership to minimise our cloud

Paper

- Adopted electronic authorisations and e-signatures
- Digital first publication. We print only where there is a clear strategic need

Waste disposal

- We sort and recycle all office waste

Finance

- Our bankers are selected with reference to their ethical, including environmental credentials

Supply chain

- We request sustainability and carbon reduction policies/plans from our suppliers

Statement of public benefit

Revolving Doors complies with and has taken due account of the Charity Commission guidance on public benefit.

Our activities, described in detail in this report, are targeted at one of the most disadvantaged groups in society – people in repeat contact with the criminal justice system, whose offending 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. We advocate for fundamental reform of policy and practice to deliver long-lasting, systemic change across England and Wales. Our strategy focuses on building understanding and commitment among national leaders, local leaders who have the power to change services in their area, and the frontline practitioners who come into daily contact with our cohort. Through our policy and lived experience consultancy, service evaluations and user research, and lived experience-led training we bring about changes in service design, and the way services are delivered and experienced 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 to coproduce solutions that work with the lived reality of people's lives.

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 2026 was 12 (2025: 10). 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 28 October 2026 and signed on their behalf by

Sarah Payne CBE
Chair



Independent Auditor's Report to 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 2026, which comprise the Statement of Financial Activities, the Balance Sheet, the 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 Financial Reporting Standard 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 2026 and of the charitable company's 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; and
- 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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 directors' use of the going concern basis of accounting in 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 charitable company'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 directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information. The other information comprises the information included in the Report of the directors, other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we

are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion 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 Report of the directors for which the financial statements are prepared is consistent with the financial statements.
- The Report of the directors 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 Report of the Directors.

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 directors' 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 Report of the directors and from the requirements to prepare a Strategic Report.

Responsibilities of directors

As explained more fully in the Statement of directors' responsibilities, the directors 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 Directors 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 directors 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 Director either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibility 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 is detailed below:

Non-compliance with laws and regulations

Based on:

- our understanding of the charitable company and the sector in which it operates;
- discussion with management and those charged with governance; and
- obtaining an understanding of the charitable company's policies and procedures regarding compliance with laws and regulations;

We considered the significant laws and regulations to be the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities SORP (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK tax legislation.

The charitable company is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the Health and Safety Act 1974, Data Protection Act 2018, Employment Rights Act 1996, and the Bribery Act 2010.

Our procedures in respect of the above included:

- Review of the financial statement disclosures and agreeing to supporting documentation;
- Review of minutes of meetings of those charged with governance for any instance of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the charitable company' policies and procedures relating to:
  - Detecting and responding to the risks of fraud; and
  - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meetings of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;

- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risk of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be journals and key estimates and judgements.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Assessing significant estimates and judgements made by management for bias, including the allocation of support costs;
- Testing the existence and accuracy of income recognised in the year.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of no detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's website at **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 body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit 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.

Tracey Moore BFP ACA (Senior Statutory Auditor)
For and on behalf of

UHY Hacker Young
Chartered Accountants and Statutory Auditors
Thames House
Roman Square
Sittingbourne
Kent
ME10 4BJ

Reference and administrative details

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:

- Christopher Beal, Treasurer
- Ravinderjit Briah (appointed 29 October 2025)
- Karen Duke
- Karris Graham-Moore
- Benedict Hughes (appointed 29 October 2025)
- Julie Muir (appointed 29 October2025)
- Othnielle Okoro
- Sarah Payne CBE, Chair
- Carrie Peters (appointed 29 October 2025)
- Max Rutherford (resigned 30 July 2025)
- Robert Street
- Emma Sweet (resigned 17 September 2026)
- T Webb OBE (resigned 30 July 2025)
- Kerrin Wilson (appointed 29 October 2025)

Principal staff

- Pavan Dhaliwal, Chief Executive
- Katy Savage, Deputy Chief Executive
- Andy Williams, Director of Involvement
- Antonia May Cross, Director of Communications and Campaigns

Bankers

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

CAF Bank Ltd
West Malling
Kent
ME19 4TA

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

UHY Hacker Young
Thames House
Roman Square
Sittingbourne
Kent
ME10 4BJ

Accounts to 31 March 2026

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2026

	Note	Unrestricted £	Restricted £	2026 Total £	Unrestricted £	Restricted £	2025 Total £
Income:							
Donations	2	185,500	269,368	454,868	261,255	-	261,255
Charitable activities	3	669,285	22,540	691,825	796,911	64,309	861,220
Investments	4	8,123	-	8,123	8,650	-	8,650
Total income		862,908	291,908	**1,154,816**	1,066,816	64,309	**1,131,125**
Expenditure on:							
Fundraising activities	5	108,787	-	108,787	110,409	-	110,409
Charitable activities							
Policy	5	174,704		174,704	128,347	41,672	170,019
Lived experience	5	426,768	190,716	617,484	488,223	148,176	636,399
Research	5	174,218	47,988	222,206	149,425	54,690	204,115
Total expenditure		884,477	238,704	**1,123,181**	876,404	244,538	**1,120,942**
Net income / (expenditure) for the year and movement in funds		(21,569)	53,204	31,635	190,412	(180,229)	10,183
Reconciliation of funds:							
Total funds brought forward		612,484	66,724	679,208	558,327	110,698	669,025
Total funds carried forward	**12**	**590,915**	**119,928**	**710,843**	**612,484**	**66,724**	**679,208**

The notes on pages 42 to 49 form part of the financial statements.

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.

Balance sheet
As at 31 March 2026

	Note	2026 £	2026 £	2025 £	2025 £
Current assets:					
Debtors	8	168,669		202,864	
Cash at bank and in hand		647,947		585,993	
		816,616		788,857	
Creditors: amounts falling due within one year	9	105,773		109,649	
Net current assets			**710,843**		**679,208**
Net assets			**710,843**		**679,208**
The funds of the charity:	12a				
Unrestricted income funds:					
Designated funds		-		104,000	
General funds		590,915		508,484	
			590,915		612,484
Restricted funds			119,928		66,724
Total funds			**710,843**		**679,208**

The notes on pages 42 to 49 form part of the financial statements.

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

Sarah Payne CBE
Chair

Statement of cash flows
For the year ended 31 March 2026

	2026 £	2026 £	2025 £	2025 £
Cash flows from operating activities				
Net cash (used in) operating activities		53,831		(43,720)
Cash flows from investing activities:				
Investment income received	8,123		8,650	
Net cash provided by investing activities		8,123		8,650
Change in cash and cash equivalents in the year		61,954		(35,070)
Change in cash and cash equivalents in the year		585,993		621,063
Cash and cash equivalents at the end of the year		**647,947**		**585,993**
Cash at bank and in hand		647,947		585,993
(a) Cash flow used in operating activities:				
Net movement in funds		31,635		10,183
Interest received		(8,123)		(8,650)
(Increase)/Decrease in debtors		34,195		(63,420)
Increase/(Decrease) in creditors		(3,876)		18,167
		53,831		**(43,720)**

Notes to the financial statements For the year ended 31 March 2026

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.

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.

Notes to the financial statements For the year ended 31 March 2026

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. Donations

	2026			2025		
	Unrestricted £	Restricted £	2026 Total £	Unrestricted £	Restricted £	2025 Total £
National Lottery Community Fund		34,371	34,371	-	52,583	52,583
The Barrow Cadbury Trust	85,500	-	85,500	-	26,750	26,750
Newton Foundation	-	-	-	-	19,217	19,217
AB Charitable Foundation	30,000	-	30,000	25,000	-	25,000
John Ellerman Foundation	40,000	-	40,000	40,000	-	40,000
Hadley Trust	30,000	-	30,000	60,000	-	60,000
Greater Manchester Combined Authority	-	92,380	92,380	-	21,880	21,880
Camurus	-	102,342	102,342	-	-	-
PA Foundation	-	15,000	15,000	-	-	-
City Bridge Foundation	-	5,275	5,275	-	15,825	15,825
HM Prison and Probation Services	-	20,000	20,000	-	-	-
Total	**185,500**	**269,368**	**454,868**	**125,000**	**136,255**	**261,255**

Following a review of the SORP, some grants have been re-classified as Donations rather than Income from charitable activities to better reflect the nature of the agreements. The prior year has been adjusted to ensure consistent classification.

3. Income from charitable activities

	2026			2025		
	Unrestricted £	Restricted £	2026 Total £	Unrestricted £	Restricted £	2025 Total £
Birkbeck, University of London	-	22,540	22,540	-	64,309	64,309
Contract Income	642,961	-	642,961	781,328	-	781,328
Other income	26,324	-	26,324	15,583	-	15,583
Total	**669,285**	**22,540**	**691,825**	**796,911**	**64,309**	**861,220**

Notes to the financial statements For the year ended 31 March 2026

4. Income from investments

	2026			2025		
	Unrestricted £	Restricted £	2026 Total £	Unrestricted £	Restricted £	2025 Total £
Bank interest	8,123	-	8,123	8,650	-	8,650
Total	**8,123**	**-**	**8,123**	**8,650**	**-**	**8,650**

5a. Analysis of expenditure (Current year)

		Charitable activities						
	Fundraising £	Policy £	Research £	Policy £	Governance costs £	Support costs £	2026 Total £	2025 Total £
Staff costs (note 6)	78,134	122,651	313,120	126,489	28,218	75,990	744,602	624,205
HR services	-	-	-	-	-	10,243	10,243	18,537
Direct costs	-	3,937	181,526	46,095	-	-	231,558	319,033
Rent, rates and utilities	-	-	-	-	-	47,640	47,640	43,834
Consultant costs	-	-	-	-	-	8,585	8,585	26,705
IT support	-	-	-	-	-	12,424	12,424	21,805
Office equipment, stationery and services	-	-	-	-	-	8,007	8,007	7,442
Travel	-	-	-	-	-	15,712	15,712	11,706
Miscellaneous	-	-	-	-	-	24,143	24,143	26,100
Legal and professional fees	-	-	-	-	10,200	10,067	20,267	21,575
	78,134	126,588	494,646	172,584	38,418	212,811	1,123,181	1,120,942
Support costs	25,965	40,758	104054	42,034	-	(212,811)	-	-
Governance costs	4,688	7,358	18,784	7,588	(38,418)	-	-	-
Total expenditure 2026	**108,787**	**174,704**	**617,484**	**222,206**	**-**	**-**	**1,123,181**	**-**
Total expenditure 2025	86,007	289,539	454,362	172,321	-	-	-	1,002,229

Expenditure on charitable activities was £1,123,181 (2025: £1,120,942) of which £884,477 (2025: £876,405) was unrestricted and £238,704 (2025: £244,537) was restricted.

Notes to the financial statements For the year ended 31 March 2026

5b. Analysis of expenditure (Prior year)

	Charitable activities						
	Fundraising £	Policy £	Research £	Policy £	Governance costs £	Support costs £	2025 Total £
Staff costs (note 6)	73,832	102,814	267,594	92,006	24,935	63,024	624,205
HR services	-	-	-	-	-	18,537	18,537
Direct costs	-	16,269	236,236	66,528	-	-	319,033
Rent, rates and utilities	-	-	-	-	-	43,834	43,834
Consultant costs	-	-	-	-	-	26,705	26,705
IT support	-	-	-	-	-	21,805	21,805
Office equipment, stationery and services	-	-	-	-	-	7,442	7,442
Travel	-	-	-	-	-	11,706	11,706
Miscellaneous	-	-	-	-	-	26,100	26,100
Legal and professional fees	-	-	-	-	12,000	9,575	21,575
	73,832	119,083	503,830	158,534	36,935	228,728	1,120,942
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 2026	**110,409**	**170,019**	**636,399**	**204,115**	**-**	**-**	**1,120,942**
Total expenditure 2025	86,007	289,539	454,362	172,321	-	-	-

Notes to the financial statements For the year ended 31 March 2026

6. Net expenditure for the year

This is stated after charging / (crediting):

	2026 £	2025 £
Audit Fees	**8,500**	**10,000**

7. Staff and Trustees

Staff costs were as follows:

	2026 £	2025 £
Salaries and wages	629,333	534,553
Social security costs	73,898	53,424
Pension costs	41,371	36,228
Total	**744,602**	**624,205**

2 members of staff were in receipt of total employee benefits (excluding pension contributions and employers' NI contributions) 1 between £60,000-70,000 and 1 between £90,000-£100,000 in the year (2025: 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 £670 (2025: £143) incurred by 5 (2025: 1) 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 £273,198 (2025: £243,810).

The average staff headcount during the year was as follows:

	2026 No.	2025 No.
	13.5	12.0

The split across activities during the year was as follows:

	2026 No.	2025 No.
Policy	**2.0**	2.0
Lived Experience	**6.0**	5.5
Research	**2.0**	2.0
Fundraising	**1.0**	1.0
Support staff (including governance)	**2.5**	1.5
Total	**13.5**	12.0

Notes to the financial statements For the year ended 31 March 2026

8. Related party transactions

There were no related party transactions in 2026 or 2025.

9. Debtors

	2026 £	2025 £
Trade debtors	125,919	101,277
Prepayments and accrued income	42,750	101,587
Total	**168,669**	**202,864**

10. Creditors: amounts due within one year

	2026 £	2025 £
Trade creditors	18,345	29,985
Taxation and social security	22,986	18,634
Accruals	16,862	25,078
Deferred income	23,500	5,650
Pension creditor	4,561	3,811
VAT	19,519	26,491
Total	**105,773**	**109,649**

11. Deferred income

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

	2026 £	2025 £
Balance at the beginning of the year	5,650	-
Amount deferred in the year	23,500	5,650
Released in the year	(5,650)	-
Balance at the end of the year	**23,500**	**5,650**

Notes to the financial statements For the year ended 31 March 2026

12a Analysis of net assets between funds (current year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	590,937	-	119,926	710,863
Net assets at 31 March 2026	**590,937**	**-**	**119,926**	**710,863**

12b Analysis of net assets between funds (prior year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	508484	104,000	66,724	679,208
Net assets at 31 March 2025	**508484**	**104,000**	**66,724**	**679,208**

13a Movements in funds (current year)

	At 1 April 2025 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2026 £
Restricted funds:					
Lived experience	36,584	249,368	(190,716)	-	95,236
Research	30,140	42,540	(47,988)	-	24,692
Total restricted funds	66,724	291,908	(238,704)	-	119,928
Unrestricted funds:					
General	508,484	862,908	(835,620)	55,163	590,935
Designated funds	104,000	-	(48,837)	(55,163)	-
Total general funds	612,484	862,908	(884,457)	-	590,935
Total funds	**679,208**	**1,154,816**	**(1,123,161)**	**-**	**710,863**

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

Notes to the financial statements For the year ended 31 March 2026

13b Movements in funds (prior year)

	At 1 April 2025 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2026 £
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)	-	(876,404)
Total funds	**669,025**	**1,131,125**	**(1,120,942)**	**-**	**679,208**

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.

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. The fund was utilised during the year and the balance returned to unrestricted funds.

14 0perating lease commitments

The charity's total future minimum lease payments less than 1 year under operating leases is £3961 (2025: £3961).

revolving doors



revolving-doors.org.uk
Revolving Doors
rev.doors

Registered Charity Number 1030846.

Registered in England and Wales as Company Number 2845452.

Revolving Doors Agency,
South Bank Technopark,
90 London Road,
London SE1 6LN

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