



Company number: 2845452

Charity number: 1030846

# **The Revolving Doors Agency**

**Report and Financial Statements**

***For the year ending 31 March 2016***

# Revolving Doors Agency

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**For the year ended 31 March 2016**

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# The Revolving Doors Agency

## Reference and administrative details

### For the year ended 31 March 2016

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**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:

C Clarke	Treasurer
C Dykes	
C. Hedderman	(appointed 23 June 2015)
G Lashko	Chair
T MacInnes	
N Maguire	
J McKibben	(appointed 23 June 2015)
C. Murphy	(resigned 17 November 2015)
L Simpson	
D Walton	(resigned 19 January 2016)
D Williams	

**Principal staff** (Helen) Christina Marriott Chief Executive

<b>Bankers</b>	Co-operative Bank Plc. 1 Balloon Street Manchester M60 4EP	CAF Bank Ltd Kingshill West Malling Kent ME19 4TA
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**Solicitors** Bates Wells & Braithwaite London LLP  
2-6 Cannon Street  
London  
EC4M 6YH

**Independent Examiners** Sayer Vincent LLP  
Chartered Accountants and Statutory Auditors  
Invicta House  
108-114 Golden Lane  
LONDON  
EC1Y 0TL

# **The Revolving Doors Agency**

## **Trustees' annual report**

**For the year ended 31 March 2016**

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### **Message from Chair of Trustees**

This year has been one of significant transition and success for Revolving Doors. When our new CEO, Christina Marriott took the helm at the start of the financial year the Board set Christina the target of rebalancing our budget over 18 months using a combination of reducing costs and raising grant and contract income.

I am extremely pleased to report that this target has been achieved ahead of schedule and that we can report not only a surplus in this financial year, but also strong projections for the next financial year. This turnaround has been achieved in a sustainable and balanced way, through reducing overheads (including moving to new offices) alongside increasing our income from existing clients, partners and funders, and developing new sources of income across grants and social enterprise. It has also been the first year that Revolving Doors has generated more than 50% of its income from social enterprise work. This balanced approach provides confidence of our ability to maintain and build on this progress.

As a Board we have been clear that our mission to end the revolving door of crisis and crime remains as critical as ever. Since our beginning, we have advocated for and alongside individuals trapped in the revolving door of homelessness, crime, mental health problems, domestic or sexual violence, substance misuse and other difficulties. Our goal remains to transform the lives of people let down by a system that despite some progress still routinely fails them.

This year we have seen progress towards this vision. The Government committed to the continued national roll out of Liaison and Diversion services across the country. These vital services offering assessment, diversion and support for people with vulnerabilities in police custody and the courts will now be extended to 75% of the population by 2018. Revolving Doors has played a role as part of the Offender Health Collaborative in designing the operating model and providing the lived experience expertise to the national Programme Board.

Equally positive, has been £15m of new funding to provide health-based alternatives for the 4,000 people a year who spend time in detention in police cells under the Mental Health Act. Along with others, we have been active in calling for this change.

Some further highlights from this report include:

- We have developed and piloted a new model of bringing people with lived experience into the heart of local commissioning. In both Wandsworth and Barking and Dagenham the commissioners have accepted and acted on the recommendations from service users, including for example decommissioning a service and reallocating the funding.

## **The Revolving Doors Agency**

### **Trustees' annual report**

#### **For the year ended 31 March 2016**

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- We have established a ground-breaking cross-disciplinary research network on severe and multiple disadvantage which brings together over 200 academics from across different disciplines and sectors to see the whole person.
- We have worked with Police and Crime Commissioners to advocate for better responses to young adults in contact with the criminal justice system.

Finally, on behalf of all the trustees I'd like to extend my thanks to our funders, customers, partners and funders for your support this year. Thank you to our Forum members, who give so much. And to the staff team and volunteers who I know work with passion and determination which, as I hope you can see, is really making a difference.

**Gary Lashko** – Chair of Board of Trustees

# **The Revolving Doors Agency**

## **Trustees' annual report**

### **For the year ended 31 March 2016**

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The trustees present their report and the un-audited financial statements for the year ended 31 March 2016.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102 SORP).

#### **Structure, governance & management**

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

#### **Recruitment and appointment of Trustees**

The board has the power to appoint additional Trustees. The agency has role descriptions for board members in general, and for the treasurer and chair in particular. Recruitment is carried out by advertising, with support from personal recommendation where appropriate. Revolving Doors endeavours through the recruitment methods adopted to reach groups of people who are under-represented in its employment, those who are members of the communities in which the agency works, and those who can bring relevant skills and experience to the work of the board.

#### **Induction and training of Trustees**

The induction and training of Trustees includes the provision of up to date financial and other information about the agency, Charity Commission publications giving guidance on the role of Trustees, a skills audit, and a meeting with the chief executive and other staff.

#### **Organisational structure**

Revolving Doors' (full-time equivalent) staff averaged 4.9 during 2016 (2015: 7.8). Our staff work within project teams, reporting either directly or through line managers to the senior management team. The chief executive, who leads the senior management team, is accountable to the Board of Trustees. We also engage a team of consultants who help deliver our work across the country and with staff on a number of other projects.

# The Revolving Doors Agency

## Trustees' annual report

For the year ended 31 March 2016

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### Risk management

The Board manages risk via a risk register which is regularly reviewed by the Board and in 2015/6 identified key risks as project management on some projects, safeguarding processes and a failure to raise sufficient funds to ensure the ongoing viability of the Charity. The project management risk has been mitigated by cascading across all projects the robust project management established in policy and research projects and embedding regular assurance reporting to Board. The safeguarding risk was controlled by the adoption by the Board of a Safeguarding Policy and training across all the staff team. This training has also been incorporated into Induction Training for new staff members. Raising funds was the primary focus for both the Board and the staff team throughout the year and the Board monitor the financial position via management accounts, cash flows and forecasting to ensure that the Charity is able to meet its commitments. In 2016/17 the Board is developing a reserves policy to further strengthen the Charity's financial position.

### Vision, mission and objectives

*Our vision is that by 2025 no-one will be stuck in the revolving door of crisis and crime. Instead, people with multiple problems and poor mental health will be supported to reach their full potential. As a result, there will be fewer victims and communities will be safer.*

The mission of the Revolving Doors Agency is to demonstrate and share evidence of effective ways to reform our public services, transforming the lives of individuals currently failed by the system. We do this through partnerships with national and local government, policymakers, commissioners and academic researchers.

### 2015–2016 Review: Progress against our strategic aims

**Aim 1 – Integrated policy and commissioning – Leaders and commissioners in more areas take responsibility for working together across the different systems to integrate and improve services to tackle the revolving door problem – and are supported to do this by the government.**

As a small charity, we maximise our impact through collaboration with other organisations and groups that share our goals and values. During this period these included the Criminal Justice Alliance, the Transition to Adulthood (T2A) Alliance led by the Barrow Cadbury Trust, the Lankelly Chase Promoting Change Network, the Making Every Adult Matter (MEAM) coalition, the All Party Parliamentary Group on Complex Needs and the Care Not Custody campaign, among others.

We have also served on the steering group and as clerk to the Bradley Report Group. This important alliance brings together experts from over 40 organisations. It has served a critical purpose as a national focus for organisations interested in liaison and diversion, and has helped ensure cross-party commitment to continued roll out of the national programme.

## **The Revolving Doors Agency**

### **Trustees' annual report**

**For the year ended 31 March 2016**

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This year we joined the Ministerial Advisory Board on Female Offenders.

#### **New research network on severe and multiple disadvantage**

This year we launched a new research network in partnership with The Lankelly Chase Foundation bringing together more than 200 researchers from across different disciplines and sectors. Together we are identifying gaps in understanding and exploring new ways to help people leave their challenges behind and lead fulfilling lives. Through this work we have published a literature review 'Understanding the whole person: What are the common concepts for recovery and desistance across the fields of mental health, substance misuse, and criminology?' and we have hosted three seminars for network members on key emerging themes in multiple and complex needs research.

#### **Commissioning Together**

With support from City Bridge Trust, we have continued work in the London boroughs of Wandsworth and Barking and Dagenham to bring the expertise of people with direct experience of the criminal justice system and other needs into the heart of commissioning.

During the year teams of peer researchers have undertaken qualitative research in the boroughs and reported to commissioners on their findings. The work has led to tangible implementation of peers' recommendations.

#### **Capital Gains**

During the year we continued with the second phase of our successful Capital Gains project funded by Trust for London, working with key London decision makers to gain support for and a commitment to improving the responses people in the revolving door situation receive. This year we published a major report 'London Together' and an accompanying manifesto outlining the case for change and sharing examples of promising practice that could be applied consistently across the city.

**Aim 2 Better prevention – More people receive help that prevents their situation getting worse, especially when they are facing multiple problems and difficult changes in their lives.**

# **The Revolving Doors Agency**

## **Trustees' annual report**

**For the year ended 31 March 2016**

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### **Liaison and Diversion**

Liaison and Diversion services ensure people with mental health needs and other vulnerabilities are assessed and referred into support as early as possible in the criminal justice process, for example in police custody and the courts. This year we have continued to play a key role in the national roll out, as part of the Offender Health Collaborative, in supporting sites across the country to do this work.

We have also facilitated the NHS England Health and Justice Lived Experience Team (LET), providing sustained support and insight to the programme, including into its governance. Previously the LET identified that people in crisis often respond more easily to someone with shared experience of that crisis, and are often alienated in the first instance from statutory services. During this year they advocated very strongly at the Programme Board for the development and implementation of a peer support service within the model. The Board responded positively, and have tasked Revolving Doors and the LET to co-produce and test a peer support model to integrate into these services.

### **Evaluations of preventative services**

During the year we also evaluated an assertive contact and engagement service that aims to ensure under-represented groups are better able to access mainstream mental healthcare. We began the evaluation of a pilot into personal health budgets in mental health. There is evidence that people can achieve better outcomes with personal budgets in mental health and report improvements to their health and wellbeing.

### **Aim 3 Improved crisis support – More people get effective help when they are facing a crisis.**

During the year, Revolving Doors have been members of NICE's Expert Reference Group Achieving Better Access to Crisis Care.

Our evaluations are helping us to build the evidence base on crisis support. During the year, we started work to evaluate a Sanctuary service in Bristol. The aim of the service is to support service users to manage their own mental health and to support people to avoid going into crisis.

# **The Revolving Doors Agency**

## **Trustees' annual report**

**For the year ended 31 March 2016**

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**Aim 4 A fair and effective justice system – More people get help to address their multiple needs when they are in contact with the criminal justice system.**

### **Influencing Police and Crime Commissioners**

This year, with support from the Barrow Cadbury Trust and working closely with the Transition to Adulthood Alliance (T2A), we have continued to share and publicise emerging good work amongst PCCs. We published three 'PCC spotlight briefing' on topics of: earlier intervention and prevention; women in contact with the criminal justice system; and policing and mental health. We have also worked directly with several PCCs and their staff to help support policies that improve the response to young adults in contact with the criminal justice system and to people with multiple and complex needs.

Other successes include hosting a roundtable with PCCs and their staff in conjunction with DCLG to discuss national policy on multiple needs; hosting a workshop on role for VCSE engaging with PCCs at a Clinks event; and speaking at national event on street triage hosted by the PCC for Leicestershire.

### **National criminal justice debate**

Throughout the year members of the team have spoken at 20 events outlining the evidence base for a more effective criminal justice response to people with multiple and complex needs. Topics include: Reducing Women's Imprisonment; Preventing deaths and serious incidents in police custody; the role of the voluntary sector in offender health rehabilitation; and presenting on the value of service user involvement at the national Integrated Offender Management conference.

We meet regularly with civil servants across relevant government departments, attend party conferences, and work with parliamentarians across parties to support reform.

**Aim 5 Promoting long-term change – More people live in communities that support their efforts to achieve recovery and desistance from crime, where they can be active citizens and escape the revolving door problem once and for all.**

### **National service user forum**

Over the year we have directly consulted with over 1,000 service users. And we work with many service users through our national Forum, ensuring people with lived experience have a voice at national level and can fulfil their potential as active citizens.

Over the year we continued to build on the reputation of the Forum as the place to come to hear the authentic experiences and views of people who have lived experience of multiple and complex problems. We held three forum meetings throughout the year (June; September; December). As an example of our work, the September Forum involved a peer-facilitated consultation into

# **The Revolving Doors Agency**

## **Trustees' annual report**

### **For the year ended 31 March 2016**

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healthcare in police custody on behalf of NHS England. This resulted in a report to NHS England to inform their work. We have also hosted a lived experience focus group on behalf of Public Health England as part of their review of drug treatment outcomes.

In addition to this, our lived experience experts have edited national publications, spoken on BBC Radio 4, spoken at national conferences, presented findings to civil servants, increased their volunteering, secured jobs, contributed blogs and pitched to funders.

#### **Big Lottery Fulfilling Lives programme**

Over the past four years, we have been working with the Big Lottery to help shape their £100 million Fulfilling Lives programme. One result of our input is the extent to which service user involvement became a central element of the programme. We have stayed involved in this work during this period through our partnership with MEAM, who are contracted by the Big Lottery Fund to provide on-going support to the programme, with Revolving Doors offering service user involvement support.

#### **Building the social enterprise**

As we outlined, a key goal during this period was to continue to grow the commercial element of our work. During this year we completed commercial work for NHS England, Camden CCG, St Mungo's, Clinks and more.

#### **Our business ethics**

In developing our commercial offer, we are clear that this work must enhance and not detract from our overall mission and aims. To ensure this we will evaluate any potential commercial projects against a number of criteria before we commit to them.

When applying the criteria we will consider whether the project:

- Helps achieve our mission and strategic goals
- Promotes our values
- Increases our knowledge
- Enhances our reputation and brand
- Allows for the genuine involvement of service users
- Will have a positive impact on people's lives.

We will also consider:

- The impact on our independence or the perception of this independence
- The risk to our reputation and other risks
- Whether we can withdraw from contracts if these risks change
- The reputation and status of the customer or any partners

# **The Revolving Doors Agency**

## **Trustees' annual report**

### **For the year ended 31 March 2016**

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- How to evaluate the project including its impact
- The potential profit and the opportunity costs involved.

#### **Fundraising**

A small number of trusts and foundations have continued to fund our work. During the year, we secured new sources of charitable funding which will begin in the 2016–17 financial year, thus broadening our charitable income streams. For the first year Revolving Doors achieved more than 50% of its income from commercial income ensuring we have a broad income base.

#### **Communication**

We continued to extend our reach to a wide range of audiences, stakeholders and supporters. This year for example we have been featured in the Guardian, Third Sector Magazine, Local Government Chronicle and Commissioning Review Magazine.

Our Twitter account, @RevDoors, has become a powerful way of sharing information and engaging people in conversations about our work. This year our Twitter following grew to over 7,700.

#### **Public Benefit**

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

In terms of public benefit, the agency's activities, described in detail below, are targeted at a particularly disadvantaged group in society – people with multiple and complex needs, including poor mental health, who come into contact with the criminal justice system. Our research and activities over many years demonstrates the extent to which this group is disadvantaged by lack of access to effective support and services, as well as suffering disproportionately from poor health, poverty and other social disadvantage.

Our work aims to improve the lives people facing this situation in a number of ways. In the longer term we are seeking fundamental reform of policy that will deliver change across the country. To this end, our strategy focuses on building understanding and commitment among political leaders and officials at national level and among a wide range of local leaders who have the power to change services in their area. We also have a more direct impact in the local areas in which we work. Through our development and partnership programmes, we bring about change in services that have an immediate impact on the individuals using them.

Our involvement of people with direct experience of the issues we are tackling has a dual impact. Through their participation, Forum members improve their skills, confidence and social

## **The Revolving Doors Agency**

### **Trustees' annual report**

#### **For the year ended 31 March 2016**

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networks, all of which helps in their recovery and reintegration into communities. At the same time, they bring a powerful additional voice to our work to influence policy, giving politicians and officials the opportunity to explore directly what is and isn't working and how things can be made better.

#### **Outline of work for next 12 months**

- We will move to a regional structure for our Service User Forum. This will allow us to be more responsive to policy and practice decisions moving to local level through devolution and other initiatives devolved structures.
- We will develop and launch a new website that more clearly describes our activities, and is accessible for our key stakeholders including (but not exhaustive) service users, commissioners, policy-makers, researchers and commercial clients.
- We will seek renewed funding for our work with Police and Crime Commissioners (PCCs) and if successful, continue this successful model with the second generation of PCCs.
- We will continue with key successful projects including: our severe and multiple disadvantage research network; Capital Gains; Commissioning Together and the Lived Experience Team.

#### **Our remuneration policy**

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

We aim to recruit, subject to experience, at the lower point within a band, providing scope to be rewarded for excellence. We do not employ interns without pay and we are committed to paying the London living wage for all our staff. Delivery of Revolving Doors Agency's charitable vision and purpose is primarily dependent on our staff, which is the largest single element of charitable expenditure. Following a review of the Charity's financial position, staff were awarded a 2% cost of living uplift in salary during the year.

# **The Revolving Doors Agency**

## **Trustees' annual report**

**For the year ended 31 March 2016**

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### **A thank you to all of our funders**

We rely on the commitment of the foundations and trusts that share our vision and have continued to back our work over the years. We are therefore grateful for the support from the Trustees and staff at:

City Bridge Trust

The Barrow Cadbury Trust

The Lankelly Chase Foundation

The Pilgrim Trust

Trust for London

### **Patrons**

We also rely on the commitment and support of our patrons who work hard to promote our work. We offer our gratitude and thanks to our patrons:

Ian Bynoe, former acting Deputy Chair, Independent Police Complaints Commission

Rose Fitzpatrick, Deputy Chief Constable of the Police Service of Scotland

Rt Hon Dominic Grieve QC MP

Professor John Gunn, Professor of Forensic Psychiatry

Baroness Hilary Armstrong, Labour peer and former Cabinet Office minister

Bharat Mehta OBE, Chief Executive, Trust for London

Lord Patel of Bradford

Lord David Ramsbotham GCB CBE, former HM Chief Inspector of Prisons

Dru Sharpling CBE

Joe Simpson, Director of The Leadership Centre

### **Statement of responsibilities of the trustees**

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;

## **The Revolving Doors Agency**

### **Trustees' annual report**

#### **For the year ended 31 March 2016**

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- 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 proper 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 at 31 March 2016 was 9 (2015 - 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 opinion of the directors is that the company is entitled to the exemptions conferred by Section 477 of the Companies Act 2006 relating to small companies

The directors acknowledge the following responsibilities:

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

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The trustees' annual report has been approved by the trustees on 21 December 2016 and signed on their behalf by

Gary Lashko - Chair

## **Independent examiner's report**

**To the members of**

**The Revolving Doors Agency**

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

I report on the accounts of the company for the year ended 31 March 2016, which are set out on pages 17 to 27.

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

### **Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of Institute of Chartered Accounts in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- Examine the accounts under section 145 of the 2011 Act
- To follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act
- To state whether particular matters have come to my attention

### **Basis of independent examiner's report**

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

## **Independent examiner's report**

**To the members of**

**The Revolving Doors Agency**

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### **Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- Which gives me reasonable cause to believe that in any material respect the requirements:
- To keep accounting records in accordance with section 386 of the Companies Act 2006; and
- To prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or
- To which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached

Noelia Serrano ACA  
Sayer Vincent LLP  
23 December 2016

Chartered Accountants  
Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

## The Revolving Doors Agency

### Statement of financial activities (including an Income and Expenditure Account)

for the year ended 31 March 2016

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	Note	Unrestricted Funds	Restricted Funds	Total Funds 2016	Total Funds 2015 (restated)
		£	£	£	£
<b>Income and endowments from:</b>					
Donations and legacies	2	-	-	-	213
Charitable activities	3	363,373	150,895	<b>514,268</b>	409,710
Investments		774	-	<b>774</b>	2,343
<b>Total</b>		<b>364,147</b>	<b>150,895</b>	<b>515,042</b>	<b>412,266</b>
<b>Expenditure on:</b>					
Raising funds		-	-	-	27,359
Charitable activities	4	362,116	152,046	<b>514,162</b>	573,410
<b>Total</b>		<b>362,116</b>	<b>152,046</b>	<b>514,162</b>	<b>600,769</b>
<b>Net movement in funds</b>	5	<b>2,031</b>	<b>(1,151)</b>	<b>880</b>	<b>(188,503)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		134,248	18,034	<b>152,282</b>	340,785
<b>Total funds carried forward</b>		<b>136,279</b>	<b>16,883</b>	<b>153,162</b>	<b>152,282</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 10 to the financial statements.

# The Revolving Doors Agency

## Statement of cash flows

for the year ended 31 March 2016

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	Notes	2016 £	2015 £
<b>Fixed assets</b>			
Tangible assets	7	<u>299</u>	<u>408</u>
		<b>299</b>	<b>408</b>
<b>Current assets</b>			
Debtors	8	<b>70,335</b>	90,298
Cash at bank and in hand		<b>154,931</b>	111,693
		<b>225,266</b>	201,991
<b>Creditors: amounts falling due within one year</b>	9	<b>72,403</b>	50,117
<b>Net current assets</b>		<b>152,863</b>	151,874
<b>Net assets</b>		<b>153,162</b>	152,282
<b>Represented by:</b>			
Unrestricted funds:			
General Funds		<b>136,279</b>	134,248
Restricted Funds		<b>16,883</b>	18,034
Total funds	10	<b>153,162</b>	152,282

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

The directors acknowledge the following responsibilities:

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

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

Approved by the trustees and signed on their behalf by

Gary Lashko  
Chair of the Board of Trustees

Company Number: 2845452

Date: 21 December 2016

# The Revolving Doors Agency

## Statement of cash flows

for the year ended 31 March 2016

	Notes	2016 £	2015 £
<b>Cash flows from operating activities:</b>			
Cash flows provided by / (used in) operating activities	(a)	<u>43,249</u>	<u>(232,226)</u>
<b>Cash flows from investment activities</b>			
Investment income received		774	2,343
Purchase of tangible fixed assets		<u>(785)</u>	-
<b>Net cash used in investing activities</b>		<u>(11)</u>	<u>2,343</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>43,238</u>	<u>(229,883)</u>
Cash and cash equivalents at 1 April 2015		<u>111,693</u>	<u>341,576</u>
Cash and cash equivalents at 31 March 2016		<u>154,931</u>	<u>111,693</u>
Analysis of cash and cash equivalents			
Cash at bank and in hand		<u>154,931</u>	<u>111,693</u>
		<u>154,931</u>	<u>111,693</u>
<b>(a) Cash flow provided by operating activities</b>			
Net movement in funds		880	(188,503)
Depreciation		894	4,644
Interest received		<u>(774)</u>	<u>(2,343)</u>
(Increase) / decrease in debtors		19,963	(36,648)
Increase / (decrease) in creditors		<u>22,286</u>	<u>(9,376)</u>
		<u>43,249</u>	<u>(232,226)</u>

# The Revolving Doors Agency

## Notes to the financial statements

for the year ended 31 March 2016

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### 1. Accounting Policies

#### a) Basis of accounting and assessment of going concern

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 and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (August 2014) 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.

#### b) 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.

#### c) Unrestricted funds

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

#### d) Restricted funds

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.

# The Revolving Doors Agency

## Notes to the financial statements

for the year ended 31 March 2016

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### 1. Accounting Policies (continued)

#### e) Depreciation

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected life. The depreciation rates in use are as follows:

Office equipment      3 years

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

#### f) Leasing

Rentals payable under operating leases, where substantially all of the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight line basis over the minimum lease term.

#### g) 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.

#### h) 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.

#### i) Public benefit entity

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

#### j) 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.

#### k) Cash at bank and in hand

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

#### l) 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.

# The Revolving Doors Agency

## Notes to the financial statements

### for the year ended 31 March 2016

#### 2. Income from donations and legacies

	<b>2016</b>	2015
	<b>£</b>	<b>£</b>
Donations	-	213
Total income from donations and legacies	<u>-</u>	<u>213</u>

#### 3. Income from charitable activities

	Unrestricted	Restricted	<b>2016</b>	2015
	£	£	<b>Total</b>	<b>Total</b>
	£	£	<b>£</b>	<b>£</b>
The Pilgrim Trust	20,000	-	<b>20,000</b>	10,000
Lankelly Charitable Trust	50,000	38,600	<b>88,600</b>	60,000
The AB Charitable Trust	-	-	-	10,000
The Barrow Cadbury Trust	-	28,000	<b>28,000</b>	30,000
City Bridge Trust	-	51,900	<b>51,900</b>	60,075
Trust for London	-	30,000	<b>30,000</b>	26,350
MEAM	-	2,395	<b>2,395</b>	-
Paul Hamlyn Foundation	-	-	-	40,000
Contract Income	273,859	-	<b>273,859</b>	173,255
Other income	-	-	-	30
Contribution from Civil Servant Placement Scheme	19,514	-	<b>19,514</b>	-
Total	<u>363,373</u>	<u>150,895</u>	<u><b>514,268</b></u>	<u>409,710</u>

In 2015, £253,285 of income from charitable activities was attributed to unrestricted funds and £156,425 to restricted funds.

# The Revolving Doors Agency

## Notes to the financial statements

for the year ended 31 March 2016

### 4 (a) Analysis of expenditure on charitable activities

Programme of Activity	Activities undertaken directly	Support Costs	2016 Total	2015 Total
	£	£	£	£
Policy	244,738	26,459	271,197	292,139
Service User Involvement	113,295	44,114	157,409	169,809
Research	76,119	9,437	85,556	111,462
<b>Total</b>	<b>434,152</b>	<b>80,010</b>	<b>514,162</b>	<b>573,410</b>

Expenditure on charitable activities was £514,162 (2015: £573,410) of which £354,550 (2015: £377,599) was unrestricted and £152,045 (2015: £195,811) was restricted.

### 4 (b) Analysis of support costs

	Policy	SUI	Research	Total
	£	£	£	£
Office running costs	19,796	34,910	7,060	61,766
Information technology	5,354	7,396	1,910	14,660
Governance	1,309	1,808	467	3,584
<b>Total</b>	<b>26,459</b>	<b>44,114</b>	<b>9,437</b>	<b>80,010</b>

### 5. Net income for the year

Net income is stated after charging:	<b>2016</b>	2015
	£	£
Operating lease rentals	<b>34,161</b>	42,000
Depreciation	<b>894</b>	4,644
Auditor's remuneration - audit services - (Over) / under provision	- <b>536</b>	5,000 (1,000)
Independent Examiner's Fees	<b>3,000</b>	-
Trustee expenses	<b>352</b>	563

# The Revolving Doors Agency

## Notes to the financial statements

### for the year ended 31 March 2016

#### 6. Staff and Trustees

	2016	2015
	£	£
<b>Staff Costs:</b>		
Wages and salaries	<b>248,894</b>	295,404
Social security costs	<b>39,572</b>	32,016
Pension costs	<b>5,950</b>	18,741
	<b>294,416</b>	346,161

Staff in receipt of total employee benefits (excluding pension contributions and employers' NI contributions) exceeding £60,000 in the year were as follows:

One employee earned between £70,000 - £80,000 in the year (2015: none).

One Trustee received remuneration for services as explained in note 14. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £352 (2015: £563) incurred by three (2015: two) Trustees relating to attendance at meetings of the trustees.

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

The key management personnel of the Charity comprise the Trustees, Chief Executive and the Director. The total employee benefits (including pension contributions and employers' NI contributions) of the key management personnel were £86,418 (2015: £63,591).

The average staff headcount during the year was as follows:

2016	2015
No.	No.
<b><u>7.5</u></b>	<b><u>8.5</u></b>

The average weekly number of employees (full-time equivalents) during the year was as follows:

	2016	2015
	No.	No.
Policy	<b>1.7</b>	2.2
Service User Involvement	<b>1.9</b>	2.8
Research	<b>0.8</b>	1.8
Support Staff	<b>0.5</b>	1.0
Total	<b>4.9</b>	7.8

# The Revolving Doors Agency

## Notes to the financial statements

for the year ended 31 March 2016

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### 7. Tangible Fixed Assets

	Office Equipment £
<b>Cost</b>	
At 1 April 2015	27,558
Additions during the year	785
At 31 March 2016	<u>28,343</u>
<b>Accumulated Depreciation</b>	
At 1 April 2015	27,150
Depreciation for the year	894
At 31 March 2016	<u>28,044</u>
<b>Net book value</b>	
At 31 March 2016	<u>299</u>
At 1 April 2015	<u>408</u>

### 8. Debtors

	2016 £	2015 £
Aged Debtors	53,024	64,884
Prepayments	-	12,226
Other Debtors	17,311	13,188
	<u>70,335</u>	<u>90,298</u>

### 9. Creditors: amounts due within one year

	2016 £	2015 £
Trade creditors	29,256	13,954
Taxation and social security	12,559	7,855
Accruals	5,408	5,000
Provisions	-	17,000
VAT	25,180	6,309
	<u>72,403</u>	<u>50,118</u>

# The Revolving Doors Agency

## Notes to the financial statements

### for the year ended 31 March 2016

#### 10. Movements in Funds

	1 April 2015	Income	Expenditure	31 March 2016
	£	£	£	£
<b>Restricted Funds</b>				
Policy	6,763	58,000	(52,767)	<b>11,996</b>
Service User Involvement	11,271	54,295	(65,567)	-
Research	-	38,600	(33,712)	<b>4,888</b>
<b>Total restricted funds</b>	<b>18,034</b>	<b>150,895</b>	<b>(152,046)</b>	<b>16,883</b>
<b>Unrestricted Funds</b>				
General Funds	134,248	364,147	(362,116)	<b>136,279</b>
	<b>152,282</b>	<b>515,042</b>	<b>(514,162)</b>	<b>153,162</b>

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

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

#### 11. Analysis of net assets between funds

	Fixed Assets	Net Current Assets	Total Funds
	£	£	£
Unrestricted funds	299	135,980	<b>136,279</b>
Restricted funds	-	16,883	<b>16,883</b>
	<b>299</b>	<b>152,863</b>	<b>153,162</b>

#### 12. Operating Lease Commitments

The Charity had annual commitments at the year-end under operating leases relating to property expiring as follows:

	2016	2015
	£	£
Less than 1 year	-	38,500

# The Revolving Doors Agency

## Notes to the financial statements

### for the year ended 31 March 2016

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#### 13. Transition to FRS 102

These financial statements for the year ended 31 March 2016 are the Charity's first financial statements that comply with Financial Reporting Standard 102 (FRS 102) 'the Financial Reporting Standard in the UK and Republic of Ireland'. The Charity's date of transition to FRS 102 is 1 April 2014. The Charity's last financial statements prepared in accordance with previous UK GAAP were for the year ended 31 March 2015.

The transition to FRS 102 has resulted in no changes in the Charity's accounting policies compared to those used when applying previous UK GAAP. As a result, no restatement of comparative information was required.

#### 14. Related party transactions

A benefit of £235 was paid to a trustee, Leroy Simpson, for their role as a member of the National Service User Forum. We have approached the Charity Commission and received confirmation that no authority is needed for this payment, as it is less than £1,000.

#### 15. Detailed comparatives for the statement of financial activities

	Unrestricted Funds	Restricted Funds	Total Funds 2015
	£	£	£
<b>Income from:</b>			
Donations and legacies	213	-	213
Charitable activities	253,285	156,425	409,710
Investments	2,343	-	2,343
<b>Total</b>	<b>255,841</b>	<b>156,425</b>	<b>412,266</b>
<b>Expenditure on:</b>			
Raising funds	27,359	-	27,359
Charitable activities	377,599	195,811	573,410
<b>Total</b>	<b>404,958</b>	<b>195,811</b>	<b>600,769</b>
<b>Net movement in funds</b>	<b>(149,117)</b>	<b>(39,386)</b>	<b>(188,503)</b>
<b>Reconciliation of funds:</b>			
Total funds brought forward	283,365	57,420	340,785
<b>Total funds carried forward</b>	<b>134,248</b>	<b>18,034</b>	<b>152,282</b>