



**Company number: 2845452**

**Charity number: 1030846**

# **The Revolving Doors Agency**

**Report and Financial Statements**

**For the year ending 31 March 2018**

# Revolving Doors Agency

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### For the year ended 31 March 2018

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## The Revolving Doors Agency

### Reference and administrative details

For the year ended 31 March 2018

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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	
I Parker	From 20 June 2017
T MacInnes	Until 11 April 2017
N Maguire	
J McKibben	
L Simpson	
D Williams	Chair
T Webb	From 19 June 2018

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

**Bankers** Co-operative Bank Plc.  
1 Balloon Street  
Manchester  
M60 4EP

CAF Bank Ltd  
Kingshill  
West Malling  
Kent  
ME19 4TA

Virgin Money  
Jubilee House  
Gosforth  
Newcastle Upon Tyne  
NE3 4PL

## The Revolving Doors Agency

### Reference and administrative details

For the year ended 31 March 2018

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<b>Solicitors</b>	Bates Wells & Braithwaite London LLP 2-6 Cannon Street London EC4M 6YH
	Russell-Cooke LLP 8 Bedford Row London WC1R 4BX
<b>Independent Examiner</b>	Sayer Vincent LLP Chartered Accountants and Statutory Auditors Invicta House 108-114 Golden Lane LONDON EC1Y 0TL

**Message from Chair of Trustees**

2017/18 has been a very successful year for Revolving Doors Agency in terms of policy impact, underpinned by strong financial performance. We are pleased to report a third successive year of surplus and income growth, demonstrating our sustainability.

In this year we have been able to scale up our policy and influencing work, achieving significant impact for the revolving doors group. This has included the launch of a new campaign, *Shortsighted*, calling for a presumption against short prison sentences. Our campaign has gained traction amongst Ministers and parliamentarians; and is changing the debate at national level. Revolving Doors has also contributed to ensuring that the Homelessness Reduction Act became law meaning local government has a new duty to prevent, rather than just respond to, homelessness – crucial to ending the revolving door. At the same time our expertise is increasingly recognised and sought, as we contribute to the Ministerial Advisory Board on Female Offenders, HMCTS' Equality and Inclusion Engagement Group and Co-Chair the Bradley Report Group.

It has also been a year in which we've been expanded our reach and presence across the country. The staff team have provided training and consultancy to 75 services across England to help them improve how they engage people with lived experience in the design and delivery of their services. We have worked with 62 organisations, who have referred people with lived experience into our forums and other projects. Additionally, we have worked with more than half of the current Police and Crime Commissioners, sharing our expertise in solutions for people facing multiple problems who are in repeat criminal justice contact.

Other highlights from across our grant and social enterprise work include the launch of a vibrant new Birmingham Lived Experience forum, enabling us to reach strategic decision-makers in the region and better ensure lived experience insight shapes real change to commissioning and systems. Our long-standing work with NHS England on Liaison and Diversion services has led to the first peer support pilots in Birmingham and Wiltshire. And our research for HM Courts and Tribunals Service, has meant that people facing multiple problems will always be able to access paper channels if they struggle to access digital courts and tribunals services.

All of this work has been made possible by the exceptionally strong financial performance, and the strengthening of the policy and research teams that this has allowed. There has been a surplus achieved through growth of both social enterprise and grants, and several significant new multi-year grants and contracts. Surplus has enabled the organisation to rebuild its reserves and, more importantly, has permitted investment in exciting new independent

## **The Revolving Doors Agency**

### **Trustees' annual report**

#### **for the year ended 31 March 2018**

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research and policy work over the coming year. This is particularly timely as we will be celebrating 25th anniversary in 2018/19. We will use this opportunity to appropriately celebrate the impact of the charity over the last 25 years, but also crucially to look ahead and set out our vision of what is needed to end the Revolving Door. As a Board and staff team, we know our mission remains critical as ever and that as an organisation we have a unique role to play over the coming years.

Finally, on behalf of trustees, sincere thanks to all our funders, clients and partners; thank you to our lived experience members, and thanks for commitment and dedication of our staff team.

## **The Revolving Doors Agency**

### **Trustees' annual report**

#### **for the year ended 31 March 2018**

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The trustees present their report and the un-audited financial statements for the year ended 31 March 2018.

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 9.8 during 2018 (2017: 6.8). Our staff are split into functional 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 specific projects.

## **The Revolving Doors Agency**

### **Trustees' annual report**

#### **for the year ended 31 March 2018**

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##### **Financial review**

Revolving Doors Agency raised a total of £711,756 in the year ended 31 March 2018, principally by securing resources from funders through contracting or grants to carry out direct charitable activity. This is a year-on-year increase of 22% when compared to the year ended 31 March 2017, and is a result of securing increased resources from both grants and contracts. The expenditure for the year was £607,321, an increase of 10% on the previous year, principally due to growing the staff team in response to increased income and delivery commitments.

In total the surplus for the year ended 31 March 2018 was £104,435, with an unrestricted surplus of £69,268. Trustees have taken the decision to designate the majority of this surplus towards research, policy and public affairs activities in 2018/19 centred on the organisation's 25<sup>th</sup> anniversary. The full results are set out in the Statement of Financial Activities on page 24 and the financial position at 31 March 2018 is shown on the Balance Sheet on page 25.

##### **Reserves**

The trustees see it as prudent to maintain the current level of reserves to ensure that Revolving Doors' work continues into the future. Securing alternative funding takes time and resources and it is important that these reserve levels are maintained.

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

The reserve requirement identified by trustees is £168,795, in other words 3 months' running costs based on the approved 2018/19 budget. As such the trustees are confident that there are sufficient free reserves to both meet future commitments and as such have approved the designation of £66,910 towards a programme of research and policy work connected to our 25<sup>th</sup> anniversary. At 31 March 2018, the free reserves, excluding the designation, amounted to £165,285.

##### **Risk management**

The Board has ultimate responsibility for the effective management of risk. Revolving Doors has three levels of risk management, for all of which Board has oversight:

- Project risks: risks are identified and managed by project leads; all projects over £5,000 are reported to Board, including any and all emerging risks.
- Team risks: each functional team maintains an individual risk register, identifying their strategic and operational risks.
- Organisational risks: major risks that would incur serious financial or reputational damage to the organisation are identified in the Board-level risk register and managed through Board agendas and by Senior Management Team.

In 2017/18 a full, bottom-up review was undertaken of the organisation's major risks: each functional team identified the key risks in their operational areas, each consulting a lead trustee with particularly relevant expertise. These individual team risk registers and a new Board-level risk register concentrating on "headline" risks requiring active Board management, were presented to the Board in November 2017. The Board risk register was adopted in January 2018.

The new Board-level risk register identifies major inward- and outward-facing risks relating to:

- Financial sustainability: failure to raise income; lack of cash flow;
- Organisational impact: failure to achieve impact due to a squeeze on charitable activities as a result of raising and delivering social enterprise; failure to gain grip as a result of lack of evidence of impact; failure to achieve impact because of current political climate;
- Reputation: lack of staff capacity to deliver funded projects; lived experience members breaching benefit conditions as a result of payments from Revolving Doors; and
- Compliance: failure to identify misconduct, mismanagement or breaches as a result of insufficiently robust processes; non-compliance with key legislation as a result of failure to horizon scan and prepare for legal changes.

Board manages these risks actively through recurring and special focus items on the Board agenda; the full risk register is brought back to Board annually for review.

In 2017/18, in view of the organisation's strong financial performance (and while recognising that finances will always require strong Board oversight), trustees turned their primary attention from the sustainability risks to those relating to impact and reputation. In the latter portion of 2017/18, preparation for compliance with the General Data Protection Regulation also merited particular Board attention.

### 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 thereby 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.

### 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 others that share our goals and values. We continued to co-Chair 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. Highlights this year include convening a roundtable in June of Bradley Group members, other statutory and charity partners, academics and people with lived experience to focus on suicide and suicide prevention in prison. Speakers included Professor Seena Fazel, University of Oxford and Nigel Newcomen CBE, outgoing Prison and Probation Ombudsman.

As a member of the Ministerial Advisory Board on Female Offenders, we have contributed over the year to the development of the Strategy on Female Offenders (published 2018). Other partnerships and alliances include: the Transition to Adulthood (T2A) Alliance led by the Barrow Cadbury Trust, the Lankelly Chase Promoting Change Network, the Criminal Justice Alliance.

We have built significant partnerships around last year's Rebalancing Act publication, resulting in follow-up work this year: for example, with Birmingham City Council, West Midlands Police, West Midlands Mental Health Commission and Public Health England (PHE) West Midlands Centre we delivered a West Midlands Rebalancing Act event in late 2017, bringing together local leaders from the health, criminal justice, housing and related sectors to generate new partnerships and collaborations to improve services for people facing multiple disadvantage. We also continued our support to Cambridgeshire PCC to develop their Health and Justice Strategy.

### **Research network on severe and multiple disadvantage**

Our ground-breaking research network received continuation funding for a further 3 years. This year we published a literature review on the role of families in the lives of people facing multiple disadvantage, and we have continued to provide a space for networking, learning and debate through an expert-led seminars on the role of families. During the year we also tested and developed the plans for a new podcast series. This will provide more people with access to leading thinkers and emerging debates in the field. The podcast will be released in the next financial year.

### **Birth Companions**

We continued our peer research project in partnership with the charity Birth Companions that helps mothers experiencing severe disadvantage during pregnancy, birth and early parenting. Peer researchers, with direct experience of these issues, have investigated vulnerable women's experiences of maternal health services in north-east London, undertaking interviews and focus groups, analysing the data and presenting the emerging findings to commissioners.

### **Capital Gains**

We are delighted to secure funding to continue our 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.

Key activities in year included influencing the shape of employment programmes in London with a high-profile round table chaired by Dame Carol Black. This brought together leaders from local authorities, London Community Rehabilitation Company (CRC), the National Probation Service, Jobcentre Plus, private sector employment support providers, NHS trusts, London Councils and specialist voluntary sector agencies.

Five London forum members submitted evidence in person to the Greater London Authority Health Committee's inquiry into access to mental health care for offenders. This was a departure from the Committee's standard way of gathering evidence, showing that the power of hearing directly from lived experience is being increasingly acknowledged. We also influenced government strategy on female offenders through running a workshop in response to a confidential call for evidence, circulated only to members of the Advisory Board on Female Offenders.

**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.**

### **Policy work**

Following work undertaken in the previous financial year, as part of the working group for the Centre for Social Justice on Housing First, we continued to work in partnership with others calling for the scale up of Housing First provision for people with multiple and complex needs. We worked in coalition with the sector to ensure the Homelessness Reduction Act came into law. Local government now has a new duty to prevent, rather than just respond to, homelessness.

Our evidence contributed to a landmark victory with the High Court Ruling on Personal Independent Payments. The High Court has found that part of the rules governing disability benefits discriminate against people with mental health problems and breach human rights obligations.

### **Building lived experience into Health & Justice commissioning, including Liaison and Diversion**

Liaison and Diversion services ensure people with mental health needs and other vulnerabilities are assessed and referred into support services, as early as possible in the criminal justice process, for example in police custody and the courts, and supported along the criminal justice pathway to point of disposal.

Following last year's dual successes in securing Treasury approval for full roll out of Liaison and Diversion services across England by 2020 and National Programme Board approval for the piloting of peer support, we continued to support NHS England to build sustained lived experience insight into the programme at all levels. In 2017/18, this included ongoing governance and oversight roles for the National Health and Justice Lived Experience Team (LET), which we continued to facilitate, with membership both of the National Programme Board and NHS England's internal assurance group on Liaison and Diversion. Revolving Doors and LET members also provided training to 17 Liaison and Diversion services to improve how they engage people with lived experience in the design and delivery of their services.

Revolving Doors and LET members continued to support the mobilisation of the two pilot peer support sites, Birmingham and Wiltshire, which both went live in 2017/18 and engaged a combined total of 142 service users. There has been strong support from both commissioners and providers, the latter reporting that peer supporters are able to engage people that had previously refused Liaison and Diversion support. Towards the end of the year we began preparatory work with Berkshire and Wakefield – the next two sites to mobilise – and co-led a workshop with NHS England and LET members bringing all four sites together to learn from

each other. Finally, we started a full review of the initial two pilot sites, coproduced with LET members upskilled as peer researchers, due to report back to the Programme Board in 2018/19 and intended to inform full national rollout of peer support.

Working with regional Health and Justice commissioners, we have created and facilitated regional panels and full LETs to inform Health and Justice procurement and assurance. As a result, lived experience informed the procurement of a new Liaison and Diversion service for the Thames Valley and several prison healthcare contracts in the East Midlands. Members of the regional East Midlands LET have even fed regularly into joint clinical quality visits.

### **Evaluations of preventative services**

We started a new contract with Depaul UK to evaluate the implementation and impact of their new "Endeavour" Model. Endeavour aims to transform the way that Depaul UK works with homeless young people, changing the language, culture and practice of the whole organisation, from trustees and senior management, to frontline workers and volunteers. We conducted focus groups, interviews and a large-scale survey with Depaul staff to feed into a year one report to the senior management team.

During the year, we also continued our evaluation of an assertive contact and engagement service that aims to ensure that under-represented groups in Bristol are better able to access mainstream mental healthcare.

These evaluations contribute both to our learning and impact: the preventative and crisis support services we have evaluated in 2017/18 have been accessed by over 3,000 clients. We will continue to pursue opportunities to undertake evaluations of innovative services.

### **"My best life" user research with young people facing multiple disadvantage**

We delivered an innovative project in partnership with New Philanthropy Capital (NPC), working with young people facing multiple disadvantages in Camden to explore and map the "best lives" they could imagine for themselves and the journeys they needed to get there. The project sought to understand their experiences and identify how digital technology could help. We facilitated a young people's steering group to guide the project, as well as the user research sessions themselves. The final report, "[\*My best life: priorities for digital technology in the youth sector\*](#)" can be downloaded from NPC.

### **Supporting the implementation of Public Health England (PHE) guidance for co-occurring conditions**

With Clinks and the University of Huddersfield, we have supported PHE to develop a suite of practical tools to support implementation of new national guidance: *“Better care for people with co-occurring conditions”*, specifically an updated capabilities framework and accompanying e-learning tool. We coordinated the work between the partners and ensured that people with lived experience of co-occurring conditions shaped the tools. The final national tools will be published on our website in 2018/19.

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

#### **Big Lottery Help Through Crisis programme**

In 2017/18 we began a major 5-year contract to support the Big Lottery Fund's £30 million Help Through Crisis programme, which provides tailored support, advice and advocacy for individuals facing hardship crisis, both to overcome their immediate difficulties and address the underlying issues that have contributed to crisis. Our role is to lead the development of “beneficiary voice” for the programme, including supporting the 59 Help Through Crisis partnerships to develop and implement strategies for lived experience engagement. Following an audit across all partnerships to assess their lived experience “state of readiness”, we worked with 52 partnerships across England, delivering a series of regional workshops plus 1:1 support, and producing a coproduction toolkit.

As a result of the success of this work with grantees, Big Lottery has requested that we also work with their programme staff in 2018/19 to better develop their internal understanding of lived experience engagement and coproduction.

#### **Westminster peer research**

We started a new partnership project with Westminster City Council as we shared a concern regarding the level of victimization of people who are street homeless and people living in hostels. The aim of this work is to shine a light on this issue and find new models, including peer support models that will enable more hostel residents to report crime to the police and to secure justice.

**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.**

#### **Her Majesty's Courts and Tribunals Service Assisted Digital user research**

We delivered our first major user research contract with HM Courts and Tribunals Service (HMCTS) to help develop and test the Assisted Digital aspects of the £1 billion Transforming Justice programme within courts. In the first phase, we delivered a series of focus groups across England and Wales targeting different potentially excluded groups, supplemented by depth interviews. Groups included for people with multiple needs in contact with the criminal justice system, women with experience of domestic violence and abuse, and people receiving benefits due to a disability. In the second phase, we carried out 1:1 user testing sessions to test the full Assisted Digital user journey.

The HMCTS team has reported that the access to seldom-heard user groups, coupled with the quality of the insight, has lent the research findings "real power" and facilitated rapid policy and design changes based in actual experience. As a result, user insight has informed every stage of the design of the first Assisted Digital support service and has led to policy decisions that will ensure that services across the full Transforming Justice programme more effectively meet the needs of users with multiple needs, including high social and digital exclusion levels. Notably, HMCTS has moved to retain a paper channel, recognising that the specific context of some user groups means that they may never engage with digital services.

#### **A new campaign for presumption against short prison sentences**

In March Revolving Doors launched a campaign calling for a new presumption against prison sentences of less than 6 months, which was covered in *The Times*. Within a few weeks some 20 organisations and several parliamentarians signed up to our campaign. We have shared our evidence and learning with the Justice Ministerial Team, No 10, the Justice Select Committee, other MPs and PCCs.

The work completed in 2016/17 developing and launching the campaign has led to major impact in the following financial year. We have had significant influencing success and achieved our aims early. The Secretary of State for Justice, David Gauke MP, issued a clear statement on the ineffectiveness of short prison sentences and the need to reduce their use. Rory Stewart MP, Prisons and Probation Minister, said that short custodial sentences are ineffective causing many to "cycle in and out of sentences" (interview on Sunday Politics Show, 27 May 2018).

## Second Generation

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 collated and analysed all police and crime plans for themes around multiple and complex needs and young people. A review of all the plans, and an accompanying interactive map, was launched at a joint roundtable with the Black Training and Enterprise Group (BTEG) and brought together key stakeholders including representatives from 4 PCCs offices and policy professionals with expertise in criminal justice, housing/homelessness, substance misuse. We also published a Spotlight on Substance Misuse profiling PCCs' responses to this issue. The report gained press coverage including Police Professional and by-line media. A further major strand of activity was a direct support offer to police and crime commissioners. This year we focused out support on Greater Manchester with briefings and meetings including for the Deputy Mayor for Policing and Crime, Beverly Hughes.

We also secured a new piece of work with the University of Manchester, funded by the Department of Health, to explore ways to better manage the risk of self-inflicted deaths in custody. We recruited and conducted the first of five focus groups with people with experience of self-harm, attempting or witnessing suicide in prison.

**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.**

## Regional lived experience forums

Our regional lived experience forums have continued to engage people with lived experience, plus senior national and local decisions makers, further enhancing their reputation as *the* place for decision makers to access the authentic experiences and views of people who have lived experience of multiple needs. In Autumn 2017/18, building on our relationships with the West Midlands Combined Authority, the Police and Crime Commissioner, and regional Health & Justice and Public Health England Commissioners, we added a third location, launching a dynamic new forum in Birmingham. The Birmingham forum, which had 65 members by the end of the year, has been instrumental in shaping the short sentencing campaign – the call for this work came directly from members; and Birmingham members have continued to shape the campaign through the campaign steering group.

In order to provide relevant lived experience, forum membership is constantly renewed. This year, we have concentrated on diversifying our referral networks, working with 24 individual services and community organisations to recruit new members with relevant and recent experience in London, Manchester and Birmingham.

As a result of our regular and ongoing contact with forum members and people working on other involvement projects, we are confident that individuals are able to use the experience accrued through participation to support access to volunteering, training, further education and paid employment opportunities. In March, we introduced exit interviews for individuals leaving our projects. The first interview was with someone that has moved into full-time employment:

- she took full advantage of the networking and learning opportunities that our projects provided, which helped build her skills and confidence;
- the work helped her develop a structured routine;
- it helped her think about, and develop, her skills and interests beyond her “lived experience”. She recognised there was a journey from solely sharing her lived experience to it being just one aspect of what she had to offer.

We also gained Open College Network (OCN) London accreditation for our peer research training course (levels 1 and 2). As a result, all people successfully completing the course will gain a nationally recognised qualification. All participants of the first accredited course in March 2018 reported that they were satisfied or very satisfied with the quality of the information, trainers and learning environment.

In 2018/19 we will be implementing our new lived experience strategy, developed with lived experience members in the final quarter of the year. The strategy articulates how we understand involvement as a means to exiting the Revolving Door, and sets out our process to support people to move on positively in their lives. We will be tracking progression for all lived experience members from April 2018, assessing how and why our work makes a personal impact on people.

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

We continue to work with the Big Lottery to help shape their £112 million Fulfilling Lives programme. As a result of our input, beneficiary involvement is now one of three core aims of the programme, which funds local partnerships to improve services and, ultimately, change the system for people with multiple needs.

In 2017/18 we considerably expanded delivery of service user involvement support to the programme through our partnership with the Making Every Adult Matter (MEAM) coalition, providing bespoke consultancy to 6 Fulfilling Lives sites, which between them supported over 1,500 beneficiaries. Two sites – Blackpool and Liverpool – also independently commissioned consultancy days. For Blackpool we scoped and developed a model and specification for a new user involvement programme, which was later approved by the Project Board.

### **Birmingham Changing Futures Together (BCFT) evaluation**

In 2017/18 we led a bid for and won a 5-year contract in partnership with New Economics Foundation (NEF) Consulting to deliver the local evaluation for the Birmingham Fulfilling Lives programme. Work started late in the year. This ambitious evaluation will help BCFT assess the extent to which they are enabling systems change to create better support for people facing multiple needs, as well as the extent to which they are directly supporting their beneficiaries to lead more fulfilled lives. Coproduction – with BCFT partners, commissioners and, crucially, beneficiaries through peer research – is a key feature of our evaluation approach.

### **York Pathways learning partner**

Over the course of the year we acted as a “learning partner” to York Pathways, a multiple needs service delivered by Together for Mental Wellbeing and funded by Lankelly Chase. Our role was to facilitate a process of co-inquiry, bringing together individuals and agencies working with people with multiple needs in the City of York, as well as people with lived experience, trained as peer researchers, to investigate a number of research questions around system learning, co-ordination across the system, service design and access, and engaging people in need that do not currently engage. The peer research, in particular, generated new and much-needed insight into the practical and psychological barriers to accessing services.

### **Building the social enterprise**

Social enterprise grew again in 2017/18, with social enterprise surpassing grant income, contributing substantially to the organisation's surplus. We have successfully diversified our client base and products, protecting the organisation from the impact of macro decisions resulting in the potential loss of major clients: during the year we delivered 22 social enterprise contracts for 18 clients, over half of whom were new. Our largest contract represented one quarter of our total social enterprise income for the year; our largest contract in 2016/17 accounted for four fifths of our total social enterprise for the year. This is a clear demonstration of our success in securing a wider range of clients and diversifying our income sources. Clients included NHS England, St Mungo's, HMCTS, Depaul, Together for Mental Wellbeing, NPC, Ipsos MORI and Birmingham Voluntary Services Council.

A key aim was also to build sustainability through higher value, multi-year contracts. The Help Through Crisis lived experience consultancy and Birmingham Changing Futures Together evaluation contracts, both bring in over £160,000 over 5 years, therefore represent a step change in the scale of our social enterprise. Finally, we developed new delivery partnerships, notably with NEF Consulting, with whom we are delivering three contracts.

### **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;
- 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 support our work. This year we secured continuation grants from two major funders. We also increased our number of grant funders to 9 (from 6 in 2016/17), continuing to grow our charitable income stream.

### **Communication**

We continued to extend our reach to a wide range of audiences, stakeholders, supporters, clients and partners through our website, blogs, reports and speaking engagements.

Our Twitter account, @RevDoors, continues to be a powerful way of sharing information and engaging people in conversations about our work. This year our Twitter following grew to over 9,661 followers, up 10% on 2016/17.

Finally, we've taken advantage of opportunities for broader public influencing through the media, including appearances on Newsnight and two appearances on the Victoria Derbyshire show, where we made the case against short prison sentences and promoted community alternatives as more effective at reducing crime.

### **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 England. 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 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 undertake a major programme of research and policy work around our 25<sup>th</sup> anniversary, both celebrating Revolving Doors' history and achievements and setting out the change that we believe is necessary over the next 25 years.
- We will build on the successful start to our #shortsighted campaign, and identify and launch our next major policy campaign.
- We will implement our new lived experience strategy, including creating a new Lived Experience Advisory Panel, and introducing measures to track our effectiveness in supporting people to move on.
- We will seek 1–2 new grant funders to fund major independent research and policy work.

## **The Revolving Doors Agency**

### **Trustees' annual report**

#### **for the year ended 31 March 2018**

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- We will continue with our successful projects including: Second Generation, Capital Gains, the research network, NHS England Liaison and Diversion peer support, Help Through Crisis beneficiary voice and our evaluations.

#### **Our remuneration policy**

In determining Revolving Doors Agency's remuneration policy the Board takes into account all relevant factors and regularly review sector averages. The objective of the policy is to ensure that staff are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the Charity. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with similarly sized charities ensuring Revolving Doors Agency remains competitive as an employer. In January 2018 Board approved a revised standardised pay scale with clearly identified progression criteria for all levels up to and including "Head of" roles.

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.

#### **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:

The Barrow Cadbury Trust

The Lankelly Chase Foundation

The Triangle 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

## The Revolving Doors Agency

### Trustees' annual report

#### for the year ended 31 March 2018

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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

Professor Lord Patel of Bradford OBE, Labour Peer and former minister

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

Dru Sharpling CBE, HMICFRS

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;
- 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

## **The Revolving Doors Agency**

### **Trustees' annual report**

#### **for the year ended 31 March 2018**

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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 2018 was 8 (2017 – 8). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been approved by the trustees on 25 September 2018 and signed on their behalf by

David Williams – Chair

## Independent examiner's report

to the trustees of

### Revolving Doors Agency

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I report to the trustees on my examination of the accounts of Revolving Doors Agency for the year ended 31 March 2018.

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

### Responsibilities and basis of report

As the charity trustees of the Company you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act')/Companies Act 2006 ('the 2006 Act').

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

### Independent examiner's statement

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

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

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

## **Independent examiner's report**

**to the trustees of**

### **Revolving Doors Agency**

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

Signed:

Name: Noelia Serrano FCA

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

Date: 10 October 2018

## The Revolving Doors Agency

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

For the year ended 31 March 2018

	Note	Unrestricted £	Restricted £	2018 Total £	2017 Total £
<b>Income and endowments from:</b>					
Charitable activities	3	524,319	186,895	711,214	580,616
Investments	4	542	–	542	475
<b>Total income</b>		<b>524,861</b>	<b>186,895</b>	<b>711,756</b>	<b>581,091</b>
<b>Expenditure on:</b>					
Charitable activities					
Policy	5	107,161	71,488	178,649	92,122
Lived experience	5	161,356	53,108	214,464	345,857
Research	5	187,076	27,132	214,208	116,584
<b>Total expenditure</b>		<b>455,593</b>	<b>151,728</b>	<b>607,321</b>	<b>554,563</b>
<b>Net movement in funds</b>		<b>69,268</b>	<b>35,167</b>	<b>104,435</b>	<b>26,528</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		166,524	13,166	179,690	153,162
<b>Total funds carried forward</b>		<b>235,792</b>	<b>48,333</b>	<b>284,125</b>	<b>179,690</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 13a to the financial statements.

The Revolving Doors Agency

Balance sheet

Company no. 2845452

As at 31 March 2018

	Note	£	2018 £	£	2017 £
<b>Fixed assets:</b>					
Tangible assets	9		<u>3,597</u>		-
			<b>3,597</b>		-
<b>Current assets:</b>					
Debtors	10	261,708		207,495	
Cash at bank and in hand		<u>110,137</u>		<u>104,146</u>	
		371,845		311,641	
Creditors: amounts falling due within one year	11	<u>91,317</u>		<u>131,951</u>	
<b>Net current assets</b>			<u><b>280,528</b></u>		179,690
<b>Net assets</b>			<u><b>284,125</b></u>		179,690
<b>The funds of the charity:</b>	13a				
Unrestricted income funds:					
Designated funds		66,910		-	
General funds		<u>168,882</u>		<u>166,524</u>	
			<b>235,792</b>		166,524
Restricted funds			<u><b>48,333</b></u>		13,166
<b>Total funds</b>			<u><u><b>284,125</b></u></u>		<u>179,690</u>

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

The directors acknowledge the following responsibilities:

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

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 on 25 September 2018 and signed on their behalf by

David Williams  
Chair

The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2018

	2018 £	£	2017 £	£
<b>Cash flows from operating activities</b>				
<b>Net cash provided by / (used in) operating activities</b>		10,039		(51,260)
<b>Cash flows from investing activities:</b>				
Investment income received	542		475	
Purchase of tangible fixed assets	(4,590)		-	
<b>Net cash used in investing activities</b>		(4,048)		475
<b>Change in cash and cash equivalents in the year</b>		5,991		(50,785)
Cash and cash equivalents at the beginning of the year		104,146		154,931
<b>Cash and cash equivalents at the end of the year</b>		110,137		104,146
Analysis of cash and cash equivalents		110,137		104,146
Cash at bank and in hand		110,137		104,146
<b>(a) Cash flow provided by operating activities:</b>				
Net movement in funds		104,435		26,528
Depreciation		993		299
Interest received		(542)		(475)
(Increase)/decrease in debtors		(54,213)		(137,160)
(Decrease)/Increase in creditors		(40,634)		59,548
		10,039		(51,260)

**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 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) (September 2015) 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) 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
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Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

1 Accounting policies (continued)

g) Allocation of costs

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

h) 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. Cash balances exclude any funds held on behalf of service users.

j) Creditors and provisions

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

k) Pensions

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions

2 Detailed comparatives for the statement of financial activities

	Unrestricted £	Restricted £	2017 Total £
<b>Income and endowments from:</b>			
Charitable activities	428,116	152,500	580,616
Investments	475	–	475
<b>Total income</b>	<b>428,591</b>	<b>152,500</b>	<b>581,091</b>
<b>Expenditure on:</b>			
Charitable activities	398,346	156,217	554,563
<b>Total expenditure</b>	<b>398,346</b>	<b>156,217</b>	<b>554,563</b>
<b>Net movement in funds</b>	<b>30,245</b>	<b>(3,717)</b>	<b>26,528</b>
<b>Total funds brought forward</b>	<b>136,279</b>	<b>16,883</b>	<b>153,162</b>
Total funds carried forward	166,524	13,166	179,690

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2018

3 Income from charitable activities

	Unrestricted £	Restricted £	2018 Total £	2017 Total £
University of Manchester	-	6,960	6,960	-
Lankelly Charitable Trust	99,588	40,345	139,933	150,370
Birth Companions	-	46,513	46,513	11,900
The Barrow Cadbury Trust	-	32,000	32,000	36,000
City Bridge Trust	-	-	-	28,300
Trust for London	-	30,000	30,000	30,000
Clinks	-	19,487	19,487	-
City of Westminster	-	9,990	9,990	-
AVA	-	1,600	1,600	-
Triangle Trust	30,000	-	30,000	40,000
Contract Income	394,731	-	394,731	284,046
Total	524,319	186,895	711,214	580,616

4 Income from investments

	Unrestricted £	Restricted £	2018 Total £	2017 Total £
Bank interest	542	-	542	475
	542	-	542	475

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2018

5 Analysis of expenditure

	Charitable activities					2018 Total £	2017 Total £
	Policy £	Service User Involvement £	Research £	Governance costs £	Support costs £		
Staff costs (note 7)	113,937	122,437	121,166	14,396	48,935	<b>420,871</b>	297,621
Direct costs	12,715	43,087	41,045	-	6,045	<b>102,892</b>	138,799
Rent, rates and utilities	-	-	-	-	26,768	<b>26,768</b>	24,578
IT support	-	-	-	-	4,288	<b>4,288</b>	22,442
Office equipment, stationery and services	-	-	-	-	13,183	<b>13,183</b>	11,306
Travel	-	-	-	-	6,425	<b>6,425</b>	8,356
Miscellaneous	-	-	-	-	17,897	<b>17,897</b>	45,707
Legal and professional fees	-	-	-	3,120	11,877	<b>14,997</b>	5,754
	<b>126,652</b>	<b>165,524</b>	<b>162,211</b>	<b>17,516</b>	<b>135,418</b>	<b>607,321</b>	<b>554,563</b>
Support costs	46,042	43,334	46,042	-	(135,418)	-	-
Governance costs	5,955	5,606	5,955	(17,516)	-	-	-
<b>Total expenditure 2018</b>	<b>178,649</b>	<b>214,464</b>	<b>214,208</b>	<b>-</b>	<b>-</b>	<b>607,321</b>	<b>554,563</b>
Total expenditure 2017	92,122	345,857	116,584	-	-	-	-

Expenditure on charitable activities was £607,321 (2017: £554,563) of which £455,593 (2017: £398,346) was unrestricted and £151,728 (2017: £156,217) was restricted.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2018

**6 Net income for the year**

This is stated after charging / (crediting):

	2018 £	2017 £
Operating lease rentals:	24,075	24,578
Depreciation	993	299
Independent Examiner's Fees	3,120	3,000
	<u>28,188</u>	<u>28,877</u>

**7 Staff and Trustees**

Staff costs were as follows:

	2018 £	2017 £
Salaries and wages	359,574	259,417
Social security costs	38,532	21,410
Pension costs	22,765	16,794
	<u>420,871</u>	<u>297,621</u>

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 (2017: one).

One Trustee received remuneration for services as explained in note 8. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £113 (2017: £151) incurred by 2 (2017: one) trustee 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 £138,463 (2017: £129,858).

The average staff headcount during the year was as follows:

	2018 No.	2017 No.
	10	7.0
	<u>10</u>	<u>7.0</u>

The split across activities during the year was as follows:

	2018 No.	2017 No.
Policy	2.5	2.5
Service User Involvement	3.0	2.0
Research	3.5	1.5
Support staff (including governance)	1.0	1.0
	<u>10.0</u>	<u>7.0</u>

**8 Related party transactions**

There were no related party transactions in 2018. In 2017 a benefit of £138 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.

**9 Tangible fixed assets**

	Office Equipment £
<b>Cost or valuation</b>	
At the start of the year	28,343
Additions in year	4,590
At the end of the year	<u>32,933</u>
<b>Depreciation</b>	
At the start of the year	28,343
Depreciation for the year	993
At the end of the year	<u>29,336</u>
<b>Net book value</b>	
At the end of the year	<u><u>3,597</u></u>

**10 Debtors**

	2018 £	2017 £
Aged debtors	229,741	164,681
Prepayments and accrued income	31,967	42,814
	<u>261,708</u>	<u>207,495</u>

**11 Creditors: amounts due within one year**

	2018 £	2017 £
Trade creditors	23,412	30,456
Taxation and social security	11,934	7,002
Accruals	10,122	45,078
Pension creditor	6,266	6,090
VAT	39,583	43,325
	<u>91,317</u>	<u>131,951</u>

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

	Unrestricted £	Restricted £	Total funds £
Fixed assets	3,597	–	3,597
Net current assets	232,195	48,333	280,528
<b>Net assets at 31 March 2018</b>	<b>235,792</b>	<b>48,333</b>	<b>284,125</b>

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

	Unrestricted £	Restricted £	Total funds £
Fixed assets	–	–	–
Net current assets	166,524	13,166	179,690
<b>Net assets at 31 March 2017</b>	<b>166,524</b>	<b>13,166</b>	<b>179,690</b>

13a Movements in funds (current year)

	At 1 April 2017 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2018 £
<b>Restricted funds:</b>					
Policy	13,166	81,487	(71,488)	–	23,165
Lived experience	–	58,103	(53,108)	–	4,995
Research	–	47,305	(27,132)	–	20,173
<b>Total restricted funds</b>	<b>13,166</b>	<b>186,895</b>	<b>(151,728)</b>	<b>–</b>	<b>48,333</b>
<b>Unrestricted funds:</b>					
General	166,524	524,861	(455,593)	(66,910)	168,882
Designated funds	–	–	–	66,910	66,910
<b>Total general funds</b>	<b>166,524</b>	<b>524,861</b>	<b>(455,593)</b>	<b>–</b>	<b>235,792</b>
<b>Total funds</b>	<b>179,690</b>	<b>711,756</b>	<b>(607,321)</b>	<b>–</b>	<b>284,125</b>

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

13b Movements in funds (prior year)

	At 31 March 2016 £	Income & gains £	Expenditure & losses £	At 31 March 2017 £
<b>Restricted funds:</b>				
Policy	11,995	66,000	(64,829)	13,166
Lived experience	-	40,200	(40,200)	-
Research	4,888	46,300	(51,188)	-
<b>Total restricted funds</b>	<b>16,883</b>	<b>152,500</b>	<b>(156,217)</b>	<b>13,166</b>
<b>Unrestricted funds:</b>				
General	136,279	428,591	(398,346)	166,524
<b>Total funds</b>	<b>153,162</b>	<b>581,091</b>	<b>(554,563)</b>	<b>179,690</b>

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

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

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

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

Trustees took the decision to designate £66,910 of general funds as at 31 March 2018 towards research, policy and public affairs activities in 2018/19 centred on the organisation’s 25th anniversary.