



The Revolving Doors Agency

**Trustees' Report and
Financial Statements**

For the year ended 31 March 2006

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Our mission is to create opportunities for people caught up in a cycle of crisis, crime and mental illness to transform their lives. We do this by bringing excluded members of society into the mainstream by developing services that bridge the gaps in the established structure of support.

Foreword

2005/6 was a pivotal year for Revolving Doors Agency. We achieved the objectives set out in our Business Plan 2003-06 and laid the ground work for the next phase of our work up to 2010.

Following an intensive process of consultation with key stakeholders, including service users, we have identified three key foundations for our current Business Plan, and are now putting these in place.

Business Development

We have brought our fundraising capacity and strategic development closer together in 2005/6. In April 2006 we appointed a Business Development Manager, with a brief to inform the strategic direction of our business and ensure that we maintain excellent relationships with our commissioners and funders.

Policy Development

Revolving Doors Agency has worked closely with the Prime Minister's Strategy Unit to ensure that the needs of our client group are recognised by Government.

Reaching Out: An Action Plan for Social Exclusion, released on 11 September 2006 by the Government's Social Exclusion Task Force, contains a commitment to piloting promising approaches to improving outcomes for people with chaotic lives and multiple needs.

Management Systems

Following a review of management structures within RDA, we have appointed a new Operations Director with responsibility for both directly-run schemes, and schemes run in partnership with other providers. This step will allow the non-operational side of the organisation to sharpen its focus on research and policy.

Building on these foundations, RDA is creating the systems, ideas and competencies it needs to face future challenges and significantly increase the impact of its work.

We thank all those who have supported us in 2005/6.

Julian Corner
Chief Executive

20 September 2006

The Revolving Doors Agency

Directors' and Trustees' report for the year ended 31 March 2006

The Trustees, who are Directors for the purposes of Company law, present their report and audited accounts for the year ended 31st March 2006.

Reference and administrative details of the Agency, its Trustees and Advisers

The accounts have been prepared in accordance with the accounting policies set out on pages 12 and 13 and comply with the charity's Memorandum and Articles of Association, applicable law and the requirements of the Statement of Recommended Practice, *Accounting and Reporting by Charities* issued in March 2005.

The members of the Board at the date of this report, and who served during the year ended 31 March 2006 are as follows:

	C Askew (appointed 12.7.06)
	A Cohen (appointed 25.1.06)
	D Cox (appointed 20.4.06)
	J Fulton (appointed 12.7.06)
	M Goldring (resigned 14.9.05)
	S Hughes (resigned 25.1.06)
	C McGregor Allen (resigned 18.11.05)
	S Prendergast (resigned 14.9.05)
	P Ryan
	E M Tudball
	D T Warner (Chair)
	J Weston (appointed 25.1.06)
	D Walton
Chief Executive Officer	Julian Corner
Company Secretary	Jane Seaton (appointed 6 June 2006)
Company number	2845452
Charity registration number	1030846
Principal office	Units 28 & 29, The Turnmill 63 Clerkenwell Road London EC1M 5NP
Telephone	020 7253 4038
Facsimile	020 7553 6079
Email	admin@revolving-doors.co.uk
Website	www.revolving-doors.org.uk
Auditors	PKF (UK) LLP Farringdon Place 20 Farringdon Road London EC1M 3AP
Bankers	CAF Bank Limited Kingshill West Malling, Kent ME19 4TA
	National Westminster Bank Plc 10 Southwark Street London SE1 1TT

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Directors' and Trustees' report for the year ended 31 March 2006

Structure, Governance and Management

Status

The Revolving Doors Agency is registered under the Companies Act 1985 as a Agency limited by guarantee and not having a share capital. The Agency is registered as a charity under registration number 1030846.

The Directors, who are also the Trustees of the Agency, have no beneficial interest in the Agency other than as members. All of the Trustees are members of the Agency and guarantee to contribute £1 in the event of a winding up.

Recruitment and appointment of Trustees

The Board has the power to appoint additional Trustees. The Agency has detailed job 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. The Agency 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 new 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, a meeting with the Chief Executive and an opportunity to visit one of the Agency's schemes.

Organisational structure

The charity's staff team currently number 28 (full-time equivalent) people working in 6 teams each with its own manager. Link Worker team managers report to the Director of Operations who reports, along with the Director of Development, to the Chief Executive. The Chief Executive is accountable to the Agency's Board of Trustees.

Risk management

The Trustees assess the strategic, business and operational risks facing the Agency during their reviews of the Agency's performance during the year, and when formulating plans for future periods. Policies and procedures are developed to minimise identified risks.

Objectives and activities

- Our mission is to create opportunities for people caught up in a cycle of crisis, crime and mental illness to transform their lives. We do this by bringing excluded members of society into the mainstream by developing services that bridge the gaps in the established structure of support. All of our work falls under the following objectives:
- Establishing and promoting a clear understanding of the issues faced by the people with whom we work;
- Testing the effectiveness of different approaches to reaching, supporting and empowering this group;
- Disseminating our learning and that of our partners in forms that are trusted by other organisations and equip them to meet their own objectives;

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Directors' and Trustees' report for the year ended 31 March 2006

- Working with other organisations to establish how they can contribute effectively to the care of the people with whom we work;
- Promoting the central importance of user involvement to the development and delivery of services to this group; and
- Building lasting networks and alliances between the fields of mental health, social and housing support and criminal justice.

Principal activity

Revolving Doors Agency's principal activity is to provide support to people with mental health problems through work with the police, courts and prisons, as well as social, housing and health providers.

It runs experimental pan-criminal justice schemes in a number of areas in London and the South East. Link Workers projects provide support to mentally vulnerable offenders, research findings from which are used to influence service development and policy on a national level.

The Agency's Development Team provides research and evaluation and project consultancy services to commissioners and other agencies across the country seeking to run similar schemes.

Current activities

Throughout 2005/06 the Agency has run two adult link worker schemes in Southern Buckinghamshire and Islington and two young person's schemes, specifically aimed at the 15-21 year-olds, in Haringey and Kent. All four have worked with people in the community as well as in prison settings. One similar scheme in Tower Hamlets has been handed over for the long term to a local agency in London, and we continue to support that scheme through consultancy and training.

As part of the Islington link worker scheme, we have run a supported housing project in partnership with St Mungo's Housing Association. This has supported men returning homeless to the London Borough of Islington from imprisonment. St Mungo's has acted as the landlord and housing manager, while Revolving Doors has provided the support.

The Agency facilitates Revolvers, the only service user group in the UK dedicated to people who have experience of both the criminal justice and mental health systems. This group has membership from our own clients, both current and previous, and from people who have similar issues but have never used our services e.g. they may live in different areas. The group meet fortnightly to discuss the Agency's work; they meet bi-monthly with staff to discuss issues of mutual interest; and they meet regularly with research and policy staff to channel messages and ideas.

The Development Team has administered a Development Fund, drawn from a variety of sources, to pump-prime projects nationally that draw on the principles of Revolving Doors Agency's work. In Northamptonshire, a contribution from the Fund was matched by Northamptonshire PCT, to establish a new link worker scheme. This project began in 2004-05, but continues to be supported by our consultancy service. In 2005/6, P3 matched another contribution from the Development Fund to establish a link worker scheme in Derbyshire. We have also funded and supported an action research project in HMP Styal, in Cheshire, which involved staff seconded by the Richmond Fellowship to HM Prison Service, and supported by Revolving Doors Agency.

Through 2005/6, the Development Team has also run a capacity building project for voluntary organisations providing offender support services in London. Partners in Reducing Re-Offending (PiRR) is designed to prepare these organisations for the new National Offender Management Service commissioning process, by establishing partnerships and networks.

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Directors' and Trustees' report for the year ended 31 March 2006

Revolving Doors has also undertaken a needs-mapping exercise in Milton Keynes during 2005/6, looking at the profile of individuals who fall through the gaps in the criminal justice and social care services. This work has resulted in a piece of action research being commissioned from Revolving Doors by a multi-agency panel of commissioners, with match funding from our Development Fund.

The role and contribution of volunteers

In addition to the Revolvers service user group, the Agency also regularly involves volunteers in an intern scheme for university students to gain work experience in the Development Team. During 2005/6, we have also run a Legal Support Service, in which volunteer law students from Cambridge University have provided legal briefings to our link workers on areas of the law relating to our frontline work.

All volunteers make a generous and significant contribution to the work of the Agency.

Achievements and performance

Revolving Doors Agency's clients face a range of complex needs and there is a lack of effective tools that recognise this complexity and the multitude of issues that our work addresses. In light of this, Revolving Doors Agency is being funded in 2006-07 by the Barrow Cadbury Foundation to conduct a thorough review of the mechanisms used to collect data about our clients and our work: The Outcomes Project.

Adult link worker schemes

During the year, 97 potential new clients were referred to the Agency's adult link worker schemes, and we worked with 98 individuals, linking them into other support services on 195 occasions. Referrals were primarily from police, probation and prison services.

Young persons' schemes

69 potential new clients were referred to the young persons' schemes, and we worked with 45 individuals. Referrals were primarily from police, and youth offending and custody services.

Two multi-agency events have been held with local statutory commissioners and policy makers. Additional projects have been run with service users, addressing anger management and introducing young people to the operation of local Magistrates' Courts. A report, *Lost in Translation*, was published in September 2005.

Development Fund

During the year, the projects supported by the fund received 152 referrals and worked with 96 service users.

An action research project involved research interviews with 36 individuals, in prison and the community. Findings are due to be published in September 2006.

Partnership in Reducing Re-offending

This capacity building project has included

- establishing a PiRR Steering Group and a Black and Minority Ethnic Strategy Group
- hosting and facilitating 7 Reducing Re-offending Network Seminars for VCS organisations

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- creating and managing the PiRR website www.PiRR.org.uk; publishing a monthly e-newsletter, distributed to over 200 organisations
- organising the London NOMS/VCS Conference – Building Partnerships to Reduce Re-offending – in partnership with London Probation, ROM for London and Government Office for London
- establishing and managing a Skills Sharing Service for London's VCS, conducting a comprehensive mapping of London's VCS who work with offenders, and creating an electronic database
- holding training courses on Bid-writing, Fundraising Strategy, Partnership Working, Monitoring and Evaluation, and Capacity Building; hosting two weekends of training for new volunteers of the Feltham Community Chaplaincy project
- establishing seven consortia-building groups; creating and launching a Consortia-Building Toolkit on PiRR website

User involvement

25 individuals were involved as volunteers in the Revolvers service user group. A former member of the Revolvers group was recruited by the Agency as a User Involvement trainee during the year.

Plans for future periods

Revolving Doors Agency is currently developing a business plan for 2006-10, in consultation with a number of key stakeholders. The objectives are:

- Expanding and sustaining service delivery
- Creating new opportunities for empowerment
- Pressing for national change

In fulfilling these objectives, we will:

- Continue to provide the services that we are currently running, and aim to expand provision by a percentage yet to be decided. The balance between the services that we provide directly and those that are provided by partner organisations with our support has yet to be decided.
- Conduct research and create innovative practice in the following areas:
 - Families and social networks
 - Pathways to recovery
 - Learning deficits
- Ensure that Revolvers have a greater degree of autonomy and governance, greater input into Revolving Doors Agency and more direct communication channels to policy makers.
- Increase the contact Revolving Doors Agency has with national influencers and decision makers, in particular to influence thinking on how people with multiple needs are supported to stay out of the criminal justice system. For example, Revolving Doors Agency is currently writing the national guidance on early intervention for people with mental health problems in the criminal justice system.
- Implement a strategy to ensure that Revolving Doors Agency can benchmark the standards of its operations.

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Directors' and Trustees' report for the year ended 31 March 2006

Fundraising

Revolving Doors Agency has recruited a Business Development Manager for the first time in April 2006, whose role it is to develop a business strategy that ties together our objectives with our fundraising needs. This post will support the Chief Executive and the Senior Management Team in identifying new opportunities for funding, and in consolidating the current funding base.

As part of this work, we will explore opportunities for corporate fundraising as a means of covering core costs and pump-priming the expansion in activity planned for 2006-10.

Revolving Doors Agency's clients fall into the gaps between different commissioners and service providers priorities. Our mission is to bring them out of the gaps into the mainstream. Our funding reflects this pattern. We have to access funding that is in the gaps between commissioning priorities, and make the case for funding our activity through more mainstream routes. We therefore rely heavily on charitable sources, as well as central Government innovation pots, and smaller local statutory sources.

The two main sources of new funding that were targeted by Revolving Doors Agency for 2005/6 were both Home Office sources. The capacity building fund ChangeUp provided £100,000 for the provision of Partners in Reducing Re-offending throughout 2005/6, with completion work in 2006-07. Health and Offender Partnerships, a joint unit between Home Office and Department of Health, has also given us £100,000, partly to commission our new Early Interventions project in 2006-07, and partly as a contribution to our core costs.

All other targeted funders were for funding needed in 2006/07.

Financial review

The total income for the year to 31 March 2006 was £1,501,361, an increase of 30% over the previous year. New funding was secured for work with young people. The Agency's Development Fund raised £294,219 to be deployed in pump-priming schemes in partnership with other agencies, resulting in increased income both for the Agency itself and for its partners. The Home Office Change Up programme provided significant funding for the Agency to take part in a capacity building initiative with other voluntary community sector organisations.

Charitable expenditure amounted to £1,371,450, 17% more than in the previous year. Expenditure on support costs was £278,678, an increase of 29% over the previous year, when the Agency enjoyed a rent free period for its central offices, worth approximately £31,500. Support costs were 20% of total costs.

The Agency achieved a surplus for the year 31 March 2006 of £102,898. £96,250 of income received in 2005/6 and available to spend in that year or in later periods, has been allocated to activities that will continue into 2006/7.

Reserves policy

It is the Agency's policy to maintain unrestricted funds, which are the funds expendable at the discretion of the Trustees, at a level equal to approximately three months unrestricted expenditure. During the year ended 31 March 2006, unrestricted expenditure totalled £315,497. Unrestricted reserves in the year averaged 2.6 months unrestricted expenditure. The Agency aims to meet its reserves target by 2010 by working towards full cost recovery in all its funding applications, and by seeking direct funding of central service roles that support effective delivery of link worker projects.

The Revolving Doors Agency

Directors' and Trustees' report for the year ended 31 March 2006

The Trustees' responsibilities statement

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Agency as at the end of the financial year and of the surplus or deficit of the Agency for that period. In preparing those accounts, the Trustees are required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- follow applicable accounting standards, subject to any material departures disclosed and explained in the accounts
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Agency will continue in business.

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the Agency and enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the Agency and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information by the Trustees to the auditors

Each of the Trustees has confirmed that so far as they are aware, there is no relevant audit information of which the Agency's auditors are unaware, and that they have taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the Agency's auditors are aware of that information.

Charitable and Political Donations

During the year the Agency made no political or charitable donations.

Auditors

The Auditors, Ramon Lee and Partners, resigned with effect from 15 March 2006. Ramon Lee and Partners confirmed that there were no circumstances connected with their resignation which they considered should be brought to the attention of the Board members, prospective members or beneficiaries of the Agency.

During the year, the Board appointed PKF(UK)LLP as auditors in place of Ramon Lee and Partners. The appointment became effective from 31 May 2006.

A resolution to re-appoint PKF (UK) LLP, Chartered Accountants and Registered Auditors, will be proposed at the annual general meeting.

Approved by the Board and signed on its behalf by

Elizabeth Tudball

Hon. Treasurer

20th September 2006

The Revolving Doors Agency

Independent Auditor's report for the year ended 31 March 2006

to the members of the Revolving Doors Agency

We have audited the financial statements of Revolving Doors Agency for the year ended 31 March 2006 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes. The financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charity's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The responsibilities of the trustees (who are also the directors of the Company for the purposes of Company law) for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom accounting standards ('United Kingdom Generally Accepted Accounting Practice') are set out in the statement of trustees' responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and have been properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and other transactions is not disclosed.

We read the trustees' report and consider the implications for our report if we become aware of any apparent misstatements within it.

We report to you whether in our opinion the information given in the trustees' report is consistent with the financial statements.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

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Independent Auditor's report for the year ended 31 March 2006

Opinion

In our opinion:

the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charity's affairs as at 31 March 2006 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

the financial statements have been properly prepared in accordance with the Companies Act 1985; and

the information given in the trustees' report is consistent with the financial statements.

London, UK

18 October 2006

PKF(UK)LLP

Registered auditors

The Revolving Doors Agency
Statement of financial activities
Summary income and expenditure account
for the year ended 31 March 2006

	Notes	Unrestricted funds	Restricted funds	Total 2006	Total 2005 as restated
		£	£	£	£
Incoming resources	2				
Incoming resources from generated funds					
Voluntary Income		61,050	115,000	176,050	65,478
Bank deposit interest		3,109	5,295	8,404	8,908
		<u>64,159</u>	<u>120,295</u>	<u>184,454</u>	<u>74,386</u>
Incoming resources from charitable activities					
Link worker schemes		138,162	605,610	743,772	774,743
Research and development		42,176	526,766	568,942	301,986
		<u>180,338</u>	<u>1,132,376</u>	<u>1,312,714</u>	<u>1,076,729</u>
Other income		4,193	–	4,193	3,779
Total incoming resources		<u>248,690</u>	<u>1,252,671</u>	<u>1,501,361</u>	<u>1,154,894</u>
Resources expended					
Costs of generating voluntary income	3	2,669	–	2,669	1,092
Charitable activities:	4				
Link worker schemes		129,171	640,457	769,628	775,125
Research and development		159,313	442,509	601,822	402,746
		<u>288,484</u>	<u>1,082,966</u>	<u>1,371,450</u>	<u>1,177,871</u>
Governance costs	5	24,344	–	24,344	23,160
Total resources expended		<u>315,497</u>	<u>1,082,966</u>	<u>1,398,463</u>	<u>1,202,123</u>
Net incoming (outgoing) resources		(66,807)	169,705	102,898	(47,229)
Gross transfer between funds	12	78,646	(78,646)	–	–
Net movement in funds		<u>11,839</u>	<u>91,059</u>	<u>102,898</u>	<u>(47,229)</u>
Total funds brought forward at 1 April 2005		<u>60,568</u>	<u>169,780</u>	<u>230,348</u>	<u>277,577</u>
Total funds carried forward at 31 March 2006		<u>72,407</u>	<u>260,839</u>	<u>333,246</u>	<u>230,348</u>

This statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 1985

All results have been derived from continuing activities.

The Agency has no other recognised gains or losses other than those stated above.

The notes on pages 12 to 18 form part of these accounts.

The Revolving Doors Agency
Balance sheet as at 31 March 2006

	Notes	Unrestricted funds	Restricted funds	Total 2006	Total 2005
		£	£	£	£
Fixed assets					
Tangible fixed assets	9	<u>11,738</u>	<u>–</u>	<u>11,738</u>	<u>23,092</u>
Current assets					
Debtors	10	28,392	112,642	141,034	186,735
Cash at bank and in hand		<u>147,755</u>	<u>260,689</u>	<u>408,444</u>	<u>168,600</u>
		<u>176,147</u>	<u>373,331</u>	<u>549,478</u>	<u>355,335</u>
Liabilities					
Creditors: amounts falling due within one year	11	<u>115,478</u>	<u>112,492</u>	<u>227,970</u>	<u>148,079</u>
Net current assets		<u>60,669</u>	<u>260,839</u>	<u>321,508</u>	<u>207,256</u>
Net assets		<u>72,407</u>	<u>260,839</u>	<u>333,246</u>	<u>230,348</u>
Reserves					
Unrestricted income funds		72,407	–	72,407	60,568
Restricted income funds	12	<u>–</u>	<u>260,839</u>	<u>260,839</u>	<u>169,780</u>
		<u>72,407</u>	<u>260,839</u>	<u>333,246</u>	<u>230,348</u>

The notes on pages 12 to 18 form part of these accounts.

The financial statements were approved and authorised for issue by the Board and were signed on its behalf by:

David Warner (Chair)

Elizabeth Tudball (Honorary Treasurer)

20th September 2006

The Revolving Doors Agency

Notes to the accounts for the year ended 31 March 2006

I Principle accounting policies

Basis of preparation of accounts

The accounts are prepared under the historical cost convention and include the results of the charity's operations, which are described in the Directors' and Trustees' Report and all of which are continuing.

The accounts have been prepared in accordance with the requirements of the Charities Act 1993. Applicable United Kingdom Accounting Standards and the Statement of Recommended Practice *Accounting and Reporting by Charities* (SORP 2005) have been followed in the preparation of these accounts.

Where necessary comparative figures have been restated in accordance with SORP 2005 principles.

The charity has taken advantage of the exemption in Financial Reporting Standard No. 1 from the requirement to produce a cash flow statement.

Tangible fixed assets and depreciation

All assets costing over £75 and with an expected useful life exceeding one year are capitalised.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Equipment	–	33 1/3% on cost
Short leasehold improvements	–	over period of lease

Leases

Rentals payable under operating leases are transferred to the SOFA on a straight line basis over the lease term.

Incoming resources

Incoming resources are recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Grants and donations from government and other agencies and charitable foundations are included as income from activities in furtherance of the charity's objectives where these amount to a contract for services, but as voluntary income where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

Grants for the purchase of fixed assets are recognised in full in the year in which they are received.

Resources expended

Expenditure is included in the statement of financial activities when incurred and includes any attributable VAT which cannot be recovered.

Resources expended comprise the following:

The costs of generating voluntary income include the salaries, direct costs and support costs associated with generating donated voluntary income.

The Revolving Doors Agency

Notes to the accounts for the year ended 31 March 2006

The costs of activities in furtherance of the Agency's objectives comprise expenditure on the Agency's primary charitable purposes as described in the Directors' and Trustees' Report.

Governance costs comprise those costs attributable to constitutional and statutory requirements and to the strategic management of the Agency.

Certain shared costs (support costs) are apportioned between the activities listed above on the basis of direct staff involvement in these areas. The percentages used are given in note 6 to the accounts.

Taxation

The Agency is a registered charity, and therefore is not liable for Income Tax or Corporation Tax on income derived from charitable activities, as it falls within the various exemptions available to registered charities.

Pension Contributions

The Agency operates a defined contribution pension scheme on behalf of its staff. Contributions are paid to an insured scheme and are charged to the Statement of Financial Activities in the year in which they are paid. The assets of the scheme are held separately from those of the Agency in an independently administered fund. The pension costs charged in the accounts represent the contributions payable by the charity during the year in accordance with FRS 17.

Unrestricted and restricted income and reserves

Unrestricted income and reserves comprises those monies which may be used towards meeting the charitable objectives of the Agency at the discretion of the Board, or are given specifically to fund core costs.

The restricted income funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

The Revolving Doors Agency

Notes to the accounts for the year ended 31 March 2006

2 Incoming Resources

All grants are shown at the agreed level of funding for the year 2005/6.

	Unrestricted funds	Restricted funds	Total 2006	Total 2005
	£	£	£	£
Voluntary income				
Donations	50	–	50	478
Grants for core funding				
Baring Foundation	25,000	–	25,000	25,000
Department of Health	36,000	–	36,000	–
John Ellerman Foundation	–	20,000	20,000	40,000
Monument Trust	–	95,000	95,000	–
Total voluntary income	61,050	115,000	176,050	65,478

Incoming resources from charitable activities

Grants for charitable activities

Association of London Government	–	73,129	73,129	73,128
Camden & Islington Health Authority / PCT	–	–	–	106,240
Change Up	–	114,750	114,750	–
Chiltern District Council	–	5,000	5,000	7,500
City Parochial Foundation	–	25,500	25,500	8,500
Comic Relief	–	30,000	30,000	15,000
Drug Interventions Programme	–	55,000	55,000	–
Custody 2 Work	–	35,500	35,500	62,545
Department of Health	–	30,000	30,000	71,000
HM Prison Service	–	20,000	20,000	40,000
Haringey Council	–	3,000	3,000	–
Haringey Youth Offending Team	–	78,568	78,568	–
Henry Smith	–	40,000	40,000	40,000
Homelessness Directorate	–	50,000	50,000	50,000
Home Office	–	145,066	145,066	54,411
Islington Social Services	–	72,507	72,507	–
King's Fund	–	31,029	31,029	29,835
Kent, Surrey, Sussex Prisons	–	30,000	30,000	30,000
Lankelly Chase Foundation	–	20,000	20,000	25,000
London Housing Foundation	–	10,000	10,000	20,000
National Probation Service	–	8,000	8,000	–
Paul Hamlyn Foundation	–	22,500	22,500	30,000
Rayne Foundation	–	25,000	25,000	35,000
South Buckinghamshire Probation	–	5,000	5,000	–
South Buckinghamshire Social Services	–	4,225	4,225	–
South Buckinghamshire Community Safety	–	1,040	1,040	–
Thames Valley Police	–	3,000	3,000	7,000
Tudor Trust	–	20,000	20,000	20,000
Volunteering England	–	40,000	40,000	34,991
Wycombe Primary Care Trust	–	30,000	30,000	30,000
Other grants and adjustments to previous years' income	–	(11,455)	(11,455)	133,332
	–	<u>1,016,359</u>	<u>1,016,359</u>	<u>923,482</u>

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Notes to the accounts for the year ended 31 March 2006

Incoming resources continued

	Unrestricted funds	Restricted funds	Total 2006	Total 2005
	£	£	£	£
Contractual income				
Ealing DAAT	–	–	–	4,564
Providence Row	–	–	–	18,669
Department of Health	–	–	–	6,654
General Social Care Council	–	5,500	5,500	1,115
Northamptonshire Primary Care Trust	–	110,517	110,517	13,780
Supporting People	120,533	–	120,533	104,815
Other	59,805	–	59,805	3,650
	<u>180,338</u>	<u>116,017</u>	<u>296,355</u>	<u>153,247</u>
Total incoming resources from charitable activity	<u>180,338</u>	<u>1,132,376</u>	<u>1,312,714</u>	<u>1,076,729</u>

Association of London Government – Section 37 requirement

The grant from the Association of London Government of £73,129 (2005 – £73,128) has been spent in accordance with the conditions of the grant.

3 Costs of generating voluntary income

	2006	2005
	£	£
Direct employment costs	1,842	770
Support costs	827	322
	<u>2,669</u>	<u>1,092</u>

4 Costs of charitable activity

	Link worker schemes	Research and devel- opment	Total 2006	Total 2005
	£	£	£	£
Direct employment costs	481,194	272,778	753,972	769,007
Recruitment	5,706	3,646	9,352	14,724
Training and staff development	7,547	4,464	12,011	16,243
Agency staff and contractors	83,671	2,041	85,712	43,637
Communications	14,901	7,426	22,327	25,477
Consultancy, facilitation and clinical supervision	25,557	5,760	31,317	29,111
Meetings and events	6,707	10,812	17,519	16,406
Travel and subsistence	18,384	7,220	25,604	15,994
Other direct scheme and project costs	6,635	398	7,033	16,236
Payments to partner agencies	–	134,699	134,699	19,042
Support costs	119,326	152,578	271,904	211,994
	<u>769,628</u>	<u>601,822</u>	<u>1,371,450</u>	<u>1,177,871</u>

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Notes to the accounts for the year ended 31 March 2006

5 Governance costs	2006	2005
	£	£
Audit fees and associated costs	6,670	3,525
Direct employment costs	11,727	7,700
Professional fees	–	8,719
Support costs	5,947	3,216
	<u>24,344</u>	<u>23,160</u>

6 Support costs	2006	2005
	£	£
Direct employment costs	71,137	67,839
Recruitment	9,029	–
Training and staff development	4,307	–
Agency staff and contractors	53,764	10,274
Communications	9,654	56,526
Consultancy	8,888	–
Meetings and events	5,029	–
Financial and legal costs	3,618	6,964
Travel and subsistence	2,546	–
Premises and office services	109,377	61,319
Bad debts written off	3,653	12,610
Miscellaneous costs and recoveries	(2,324)	–
	<u>278,678</u>	<u>215,532</u>

The percentages used to allocate support costs to the expenditure headings in the Statement of Financial Activities are as follows:

	2006	2005
	%	%
Costs of generating voluntary income	0.3	0.2
Link worker schemes	42.8	50.6
Research and development	54.8	47.7
Governance costs	2.1	1.5
	<u>100.0</u>	<u>100.0</u>

7 Operating surplus

The operating surplus is shown after charging:	2006	2005
	£	£
Depreciation of tangible fixed assets	22,818	19,241
Auditors' remuneration - audit fees	6,637	3,525
Auditors' remuneration - non audit fees	–	588
Amounts charged under operating leases for office equipment	5,217	2,818

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Notes to the accounts for the year ended 31 March 2006

8 Staff costs and emoluments	2006	2005
	£	£
Salaries	740,284	756,634
National insurance	76,564	77,645
Pension costs	21,830	11,037
	<u>838,678</u>	<u>845,316</u>

Pension costs represent contributions paid to a defined contribution scheme on behalf of the Agency's employees. The assets of the scheme are held separately from those of the Agency in an independently administered fund. Contributions by the Agency are payable at a rate of 7% of gross salary.

There were no employees whose annual emoluments were £60,000 or more. (2005 – None)

The average number of staff employed by the Agency during the year was as follows:

	2006	2005
Support staff	<u>3</u>	<u>4</u>
Staff employed in charitable activities		
Link worker schemes	16	16
Research and development	9	8
	<u>25</u>	<u>24</u>
	<u>28</u>	<u>28</u>

9 Tangible fixed assets

Movements in the year

Cost	Opening balances	Additions	Disposals	Closing balances
	£	£	£	£
Equipment	31,130	11,464	(5,690)	36,904
Short leasehold improvements	26,597	–	–	26,597
	<u>57,727</u>	<u>11,464</u>	<u>(5,690)</u>	<u>63,501</u>

Depreciation	Opening balances	Charge for the year	Disposals	Closing balances
	£	£	£	£
Equipment	18,544	12,312	(5,690)	25,166
Short leasehold improvements	16,091	10,506	–	26,597
	<u>34,635</u>	<u>22,818</u>	<u>(5,690)</u>	<u>51,763</u>

Net book values	2006	2005
	£	£
Equipment	11,738	12,586
Short leasehold improvements	–	10,506
	<u>11,738</u>	<u>23,092</u>

10 Debtors

	2006	2005
	£	£
Grant income debtors	112,642	159,369
Prepayments & other debtors	28,392	27,366
	<u>141,034</u>	<u>186,735</u>

The Revolving Doors Agency
Notes to the accounts for the year ended 31 March 2006

11 Creditors

Amounts falling due within one year	2006	2005
	£	£
Deferred grant income	125,661	84,840
Expense creditors	34,467	12,024
Taxation and social security	20,922	21,291
Accruals and other creditors	46,920	29,924
	<u>227,970</u>	<u>148,079</u>

Commitments under operating leases for office equipment at the year end totalled £19564, payable over 4 years. (2005 – £24781 over 5 years)

	2006	2005
	£	£
Movements on deferred income during the year		
Balance brought forward at 1 April 2005	84,840	163,653
Released during the year	(84,840)	(163,653)
Received and deferred during the year	125,661	84,840
Balance carried forward at 31 March 2006	<u>125,661</u>	<u>84,840</u>

12 Restricted funds

The Agency's restricted funds consist of charitable and central and local statutory funding subject to specific trusts.

	Balance at 31.3.05	Income	Expenditure	Transfers to other funds	Balance at 31.3.06
	£	£	£	£	£
Funding for core costs and the Senior Management Team of the Agency	42,042	20,000	–	62,042	–
Funding for staffing and other costs of the development team	–	35,084	77,532	(57,728)	15,280
Funding for link worker and related schemes –					
South Bucks Link Worker	33,929	103,504	130,718	(19,464)	26,179
Islington Link Worker	56,808	193,782	229,968	(26,850)	47,472
Young People's Schemes	10,459	311,098	279,771	41,786	–
Development fund (pump-priming for new projects)	–	359,219	140,120	137,370	81,729
Other project funding					
User Involvement	25,921	66,256	56,488	8,754	26,935
Policy and Research	621	48,978	102,933	(93,500)	40,166
Partners in Reducing Re-offending	–	114,750	65,436	26,236	23,078
	<u>169,780</u>	<u>1,252,671</u>	<u>1,082,966</u>	<u>78,646</u>	<u>260,839</u>

Transfers to other funds consist of allocations of unrestricted funds to specific charitable activities at the discretion of the Directors, and internal charges for support services, research and evaluation.

13 Related party transactions

No Trustee received any remuneration during the year (2005 – £nil). One Trustee was reimbursed travel expenses totalling £208 (2004 – £814).