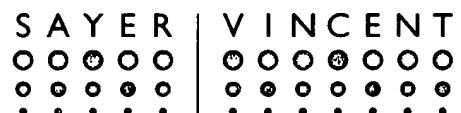


Company number: 2845452
Charity Number: 1030846

Revolving Doors Agency

Report and financial statements
For the year ended 31 March 2015



Revolving Doors Agency

Contents

For the year ended 31 March 2015

Reference and administrative details	1
Report of the trustees	3
Independent auditors' report	19
Statement of financial activities (incorporating an income and expenditure account)	21
Balance sheet	22
Notes to the financial statements	23

Revolving Doors Agency

Reference and administrative details

For the year ended 31 March 2015

Company number 2845452

Charity number 1030846

Registered office and operational address: Fourth Floor
291 - 299 Borough High Street
London
SE1 1JG

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

C Clarke	Treasurer
C Dykes	
C. Hedderman (appointed 23 June 2015)	
C Laing (resigned 23 September 2014)	
G Lashko	Chair
T MacInnes	
N Maguire	
J. McKibben (appointed 23 June 2015)	
C. Murphy	
L Simpson	
D Walton	
D Williams	

Principal staff Dominic Williamson (up to 15 December 2014) Chief Executive

Amarjit Kaur, Director of Service User Involvement and Vicki Cardwell, Director of Research and Development managed charity operations (15 Dec-31 March)

Christina Marriott (from April 2015) Chief Executive

Bankers	Co-operative Bank Plc.	CAF Bank Ltd
	1 Balloon Street	Kingshill
	Manchester	West Malling
	M60 4EP	Kent
		ME19 4TA

Solicitors Bates Wells & Braithwaite London LLP
2-6 Cannon Street
London
EC4M 6YH

Revolving Doors Agency

Reference and administrative details

For the year ended 31 March 2015

Auditors

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

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

Celebrating progress

This has been a very important year for Revolving Doors where we have seen real progress with our policy priorities at national level, and we have undertaken innovative new work.

It has also been a year of transition – moving to a new 5-year plan (we brought this process forward by one year given the huge landscape changes) and saying goodbye to our CEO, Dominic Williamson.

In terms of policy progress in particular, this year the Autumn Statement (Dec 2014) included a commitment to analyse the costs and outcomes for people facing multiple and complex needs, including repeat offenders. This was followed by a commitment in the Budget (March 2015) to “assessing the scope to reduce the estimated £4.3 billion spent because of a failure to support troubled individuals struggling with homelessness, addiction and mental health problems including through social investment”. In our view, this represents a significant opportunity for the government to implement some of the key recommendations laid out in our vision paper for multiple needs and exclusions, published in September 2011 in partnership with the Making Every Adult Matter Coalition.

Another key development has been the continued roll out of Liaison and Diversion services. In December 2014 the Care Minister announced a move to 50% coverage from April. This represents a step change in the availability of assessment, diversion and support for people with vulnerabilities entering the criminal justice system. Revolving Doors has been involved in making the case for these crucial services for many years and has provided direct support to trial sites across the country as part of the Offender Health Collaborative.

In terms of our delivery work, I'd like to mention one highlight, which encapsulates much of what we do, which has been promoting and embedding service user involvement work in Liaison and Diversion. Over the summer of 2014, with support of NHS England, we facilitated six workshops with groups of service users to gather their views on the operating model. The workshops brought together people from BME communities, women, older people, people with learning disabilities, people with experience of substance misuse and children and young people. Representatives from each workshop presented the key messages from the workshops at the cross-departmental Liaison and Diversion programme board in November. This has led to the establishment of Lived Experience Team ensuring on-going service user involvement embedded in the programme supported by Revolving Doors. Finally, we found out in February that we had won the contract to continue supporting providers and to implement lived experience from 2015-17

Our move to a new strategic plan has been significant. It has refocused us on ensuring we intervene upstream to prevent problems escalating, and that we ensure real opportunities for citizenship as people exit the 'revolving door'.

It has also been a year of transition – after 5 years at the helm, Dominic Williamson moved onto St Mungo's Broadway in December. Sarah Anderson left in the summer to undertake her PhD in Glasgow. We thank them for their huge contribution. We appointed Christina Marriott as Chief

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

Executive to start in the next financial year. Following four years of planned deficits from investment of our reserves in remodelling our business the Board has agreed a new direction, and will be setting Christina the target of rebalancing our budget over the coming 18 months using a combination of reducing costs and raising grant and contract income.

Yet against this backdrop of change, we have achieved real progress. I'll mention a few examples which are covered in more detail in the report.

- Our SPARK briefings added to the evidence base around multiple and complex needs, with our Good Life report looking to how people with direct experience of these issues define and conceive of a 'good life' and what outcomes matter to them. This has direct relevance to commissioners and providers seeking to design and implement services for this client group.
- We worked to ensure service user voice and expertise informs significant developments in policing and mental health. For example as part of our Capital Gains project working with the Metropolitan Police's mental health team to improve responses to vulnerable people in London, with members of our service user panel contributing to an internal inspection of mental health in police custody. And forum member and staff giving oral evidence to the Home Affairs Select Committee ensuring their views impacted final report.

Our Board skills reflect our complex and difficult mission, and we brought in additional skills and capacity from Raj Burman, PWC, and Rebecca Diment, on a civil service secondment, to assist us with setting out our business strategy, business appraisal, and marketing plans.

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

Gary Lashko – Chair of Board of Trustees

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

The trustees present their report and the audited financial statements for the year ended 31 March 2015.

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 (SORP 2005).

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.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 5 to the accounts.

Recruitment and appointment of Trustees

The board has the power to appoint additional Trustees. The agency has detailed 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. This year we appointed a trustee who has direct experience of the issues we address.

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 7.7 during 2015 (2014: 7.9). Our staff work within project teams, reporting either directly or through line managers to the senior management team. The chief executive, who leads the senior management team, is accountable to the board of Trustees.

We also engage a team of consultants including our regional advisers who help deliver our work across the country and with staff on a number of other projects.

Risk management

The Trustees assess the strategic, business and operational risks facing Revolving Doors during their reviews of performance during the year, and when formulating plans for future periods. A risk register is maintained, and regularly reviewed, by Trustees. Action plans, policies and procedures are developed to manage and minimise identified risks.

Objectives

Our aims and objectives are set out in our new five-year strategic plan 2014–2019. The decision was taken to bring this process forward by one year given the huge changes to the criminal justice landscape since 2010 and the need for Revolving Doors to reflect this. The strategy was formed through a process of consultation with a wide range of stakeholders and with input from our service user forum throughout.

Our vision is that by 2025 there is an end to the revolving door of crisis and crime, when anyone facing multiple problems and poor mental health, is supported to reach their potential, with fewer victims and safer communities as a result.

Our mission is to demonstrate and share evidence of effective interventions and to promote reform of public services through partnerships with political leaders, policy makers, commissioners and other experts and by involving people with direct experience of the problem in all our work.

Our strategic plan 2014–2019 set out our five strategic goals:

The first aim is how local areas need to work in more strategic ways with support from the government. The other four aims set out specific points of focus in a 'journey' where we think significant change can be achieved in the next five years to improve opportunities for individuals.

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.

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.

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

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.

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.

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

Public Benefit

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

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

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

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

2014–2015: A year in review

Our vision is that in every part of the country people with multiple and complex needs who are in contact with the criminal justice system receive effective support to enable them to turn their lives around.

Progress against our strategic aims

Our strategic plan 2014–2019 sets out five strategic aims and the objectives we set to achieve them.

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.

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

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

Multiple and complex needs on national agenda

Since 2010, we have been making the economic case for change with politicians and policymakers. This year the government's Autumn Statement (Dec 2014) included a commitment to analyse the costs and outcomes for people facing multiple and complex needs, including repeat offenders. This was followed by a commitment in the Budget (March 2015) to "assessing the scope to reduce the estimated £4.3 billion spent because of a failure to support troubled individuals struggling with homelessness, addiction and mental health problems including through social investment". In our view, this represents a significant opportunity for the government to implement some of the key recommendations we laid out in our vision paper for multiple needs and exclusions, published in September 2011 in partnership with the Making Every Adult Matter Coalition.

Bradley Report Group

During this year, Revolving Doors co-chaired the Bradley Report Group. This important alliance brings together experts from over 40 organisations including the Magistrates' Association, the Association of Chief Police Officers, the Prison Officers Association, Together and Mencap. During this period, we held 4 meetings, with speakers including the then Shadow Justice Minister, Jenny Chapman MP, the Youth Justice Board, and the Head of Public Health, Armed Forces and their Families. Health & Justice NHS England and Ministry of Justice officials reviewing prison mental healthcare also spoke. The Bradley Report Group 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.

SPARK 2

We received a further one-year funding grant from Esmée Fairbairn to undertake policy, research and dissemination around the case for people with multiple and complex needs. During this period, we worked with Hertfordshire County Council and the London Borough of Sutton to develop and test an innovative "systems mapping" approach which emphasises collaborative multi-stakeholder engagement in the research process.

In both areas, we held large workshops with commissioners, service users and frontline practitioners. These days mapped the system, looking across all the services and 'touch points' for people facing multiple needs. We then drilled down into enquiry themes and worked to develop practical responses with local political leaders and services. This led to positive outcomes in both

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

areas. For example, in Hertfordshire, a new service has been developed to help people with multiple and complex needs navigate the system, and receive better support.

"I was thoroughly impressed and you have already made a really significant contribution in our aim to improve services for adults with complex needs in Hertfordshire." (Head of Improvement, Hertfordshire County Council)

We also published 5 reports during the year including:

- *A Good Life: Exploring what matter to people facing multiple and complex needs.* This tested a creative research methodology with a group of service users, and highlighted lessons for commissioners and service leaders looking to set outcomes for this group.
- *Comprehensive Service for Complex Needs: A summary of the evidence.* This report looked at key features of three models working with people with complex needs, including effectiveness at achieving certain outcomes and evidence from cost-benefit analysis.
- *Adding Value? Payment by results for Complex Needs.* This report compiled and reflected on PBR models for people with multiple and complex needs with 18 recommendations for local leaders and commissioners, informed by two stakeholder roundtables and a literature review.

We spoke, exhibited and provided workshops at national events to publicise our briefings and disseminate findings to key audiences. Events included an exhibition poster at the national public health conference (1,400 participants); Speaking at the Association of Police and Crime Commissioners national conference; Exhibiting at the Home Office International Policing and Crime Conference; and Presenting at a national conference of outcome-based commissioning, 2015.

Commissioning Together

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

During the year we recruited and trained people who had experience of multiple needs to be peer researchers and brought them together with commissioners across health, housing, social care and criminal justice agencies. Commissioners and peer researchers agreed the areas of focus for the research. These teams have started to undertake research in the boroughs, and will report to commissioners on their findings next year.

Capital Gains

During the year we completed phase 1 of our successful Capital Gains project and received funding to start a second phase (from November 2014 onwards).

During phase 1, we targeted key London decision makers to campaign for policy changes that would lead to improved service response for this group across London. Activities in this period included

working with the Mayor's Office for Policing and Crime to inform the development of Integrated Offender Management in London; involving our service user panel members to help NHS England develop a model for patient and public involvement in prison and custody settings; and contributing to the development of a joint health and justice strategy between the Mayor's Office and NHS England in London. Members of our service user panel were involved in all of our influencing work, which included working with the Metropolitan Police's mental health team to inform improved police responses for vulnerable people in London, with members of our service user panel supporting implementation by contributing to an internal inspection of mental health in police custody.

Over the course of this project, there has been an increased recognition of the issue of multiple and complex needs at both a national and local level, with a growth in the number of services specifically targeting people in this situation across the capital. Government reforms have also led to significant changes in the policy landscape, impacting on services likely to work with people in this situation. From November 2014, Capital Gains: Phase Two we have built on existing relationships with key London decision makers to expand on this progress. Renewed funding from Trust for London has enabled us to respond to new policy opportunities, such as informing the Metropolitan Police's strategic 2020 vision process. It has also allowed us to help the new probation Community Rehabilitation Company to develop a targeted approach for offenders with mental health problems, and to conduct research in order to refresh our influencing strategy and priorities ahead of the 2016 Mayoral election.

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.

Liaison and Diversion

Liaison and Diversion services ensure people with mental health needs and other vulnerabilities are assessed and referred into support as early as possible in the criminal justice process, for example in police custody. During the year, we have been supporting three of these ten trial sites as they begin to implement the operating model: Merseyside, Wakefield and the North East site across Middlesbrough and Sunderland. All of the schemes are making good progress and have already provided an intervention to hundreds of adults and children.

A key goal has been to ensure that service users have more of a say in shaping the next iteration of the national liaison and diversion model. Over the autumn of 2014, with support from NHS England, we facilitated six workshops with groups of service users to gather their views on the operating model. The workshops brought together people from Black and minority ethnic (BME) communities, women, older people, people with learning disabilities, people with experience of substance misuse and children and young people. Representatives from each workshop presented the key messages

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

from the workshops at the cross-departmental Liaison and Diversion programme board in November.

This has led to the establishment of Lived Experience Team ensuring on-going service user involvement in the programme supported by Revolving Doors. Kate Davies OBE, Head of Public Health, Armed Forces and Health & Justice Commissioning at NHS England said:

"This was a very powerful, professional and personal insight and will undoubtedly have a major influence on the Liaison and Diversion programme going forward"

Additionally, we undertook research in conjunction with Professor Eddie Kane of the Institute of Mental Health to understand the training needs of the current Liaison and Diversion workforce. Findings include the need for more specialism in young people's specific needs, and lack of understanding by mental health professionals around how the justice system operates in detail.

On 2 February 2015 we were thrilled to learn that the Offender Health Collaborative (of which we are a partner) had won the contract with KPMG to support L&D from 2015-17 and so we will continue to develop the service user involvement going forward.

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

Over the summer, the Home Affairs select committee held an inquiry into policing and mental health. Forum members helped us develop our written submission and in July, Dominic Williamson and Pat Kenny from the forum gave oral evidence at a full hearing of the committee. We are pleased that the final report incorporates their views.

We continued to work on issues regarding health and policing, for example two members of the forum met with the Independent Police Complaints Commission (IPCC) during their review into the way the police handle complaints in order to share their direct experience and expertise. Forum members were filmed by the IPCC for a training video on mental health awareness that will now be used in staff training across the country.

In addition, Dominic Williamson joined external expert reference group for the Care Quality Commission's review of crisis mental health care.

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

Influencing Police and Crime Commissioners (PCCs)

This year, with support from the Barrow Cadbury Trust and working closely with the Transition to Adulthood Alliance (T2A), we have built a database of promising practice through desk based

research and meetings with PCCs and their offices. We have shared and publicised emerging good work.

We published our first 'PCC spotlight briefing' in February highlighting promising practice relating to young adults (aged 18–24) which was featured in Children and Young People Now and by PCC's on their websites. Other successes include speaking on young adults at the Association of Police and Crime Commissioners (APCC) conference.

As part of our commercial work, we undertook 2 projects that supported our mission to improve criminal justice responses:

Lambeth – action research for Integrated Offender Management services

In June 2014, we won a contract with Lambeth Community Safety partnership to undertake a six-month action research project to develop and test a 'theory of change' across three Integrated Offender Management services in the borough involving commissioners, providers and service users. The findings from this work have helped commissioners ensure local services are more effective in providing the support for people in Lambeth to escape the revolving door situation especially at a time of tightening budgets. Our report has led to commissioners reviewing the targets and design of one service to ensure it takes account of more holistic needs. We are also pleased with the feedback from Beth Centre staff on developing a theory of change and its value to frontline staff.

Tri-borough – critical friend to new reducing reoffending service

We also completed our "critical friend" support to the innovative new service in the Tri-borough (Westminster, Kensington and Chelsea and Hammersmith). This service seeks to reduce reoffending and improve outcomes for short sentence prisoners. Alongside the staff, we developed a set of ten 'critical success factors' to help them mobilise and to judge the ongoing progress. Our work has led to changes in the ways in which the Tri-borough manages the contract, resulting in real changes on the ground. The Commissioner fed back to us:

"As a consequence of their report and presentation, several changes were made to the way in which we delivered and managed the contract, significantly improving the interactions between partners and supporting Improvements in rearrests outcomes from around a 20% reduction in January 2014, to better than 40% by late 2014."

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.

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

National service user forum

Our service user involvement work is cross-cutting, and embedded in all our 5 priorities. It is represented here given the focus on supporting forum members to be active citizens.

Over the year we continued to build on the reputation of the Forum as the place to come to hear the authentic experiences and views of people who have lived experience of multiple and complex problems. We held four forum meetings throughout the year (June; September; December and March).

As an example of our work, the September Forum shaped the Revolving Doors submission to the proposed changes to the Mental Health Act Code of Practice. The proposed changes include reducing the use of police custody as a 'place of safety' for a mental health incident; and funding for greater access to health-based places of safety when someone is experiencing a crisis. Our submission welcomed these moves and proposed ways this could be strengthened, with the final revised Codes of Practice published placing a stronger emphasis on involving patients in decision about care, and identifying five new guiding principles, and providing stronger guidance on reducing the use of police cells.

In addition to this, Forum members helped to shape our submission to the Commons Home Affairs Committee's inquiry into mental health and policing, with one member giving oral evidence to the Committee. Their final report made strong recommendation around reducing use of police custody in mental health incidents, and has informed legislative changes to widen the definition of a 'place of safety', and current government policy on investing in health-based and alternative places of safety.

We continued the activity of members of our women's forum. Members of the women's forum have for example attended meetings with Mike Penning MP, the Policing Minister; shared the stage with the Home Secretary, Theresa May MP, at the Care not Custody annual reception; supported our new Commissioning Together project as trained peer researchers.

Sutton – employment workshop

In January we held a design workshop in Sutton bringing together service users, Job Centre Plus, Work Programme providers, probation and other partners to find better solution to supporting long term unemployed facing multiple needs into work. This idea emerged from our service user forum and their poor experiences with mainstream employment services like Job Centre Plus and the Work Programme. The workshop identified certain key barriers for people with complex needs in Sutton seeking to find employment. It also highlighted where there is potential to build on successful practice. Participants proposed solutions including peer-to-peer advice; a recruitment agency run by ex-offenders and a jobs fair. Participant feedback was extremely positive with people giving commitments of what they would do differently following the workshop including *"Speak to people face to face"* (DWP), *"Increase service user involvement in service design"* (Sutton Council) and *"Continue with my job search"* (service user).

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

Big Lottery Fulfilling Lives programme

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

Building the social enterprise

As we outlined, a key goal during this period was to continue to grow the commercial element of our work. Over the three years since we began offering our expertise in this way, we have won and delivered contracts worth over £600,000. During this year we completed commercial work for the Tri-borough, Lambeth Council and NHS England among others.

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

Charitable trusts and foundations continue to be our principal source of income. Over time, a small number of trusts have continued to support us with core funds or by funding specific projects. Over the year, we continued to increase our contract income.

Communication

We continued to extend our reach to a wide range of audiences, stakeholders and supporters. In the course of the year, we had over 1.4 million hits on our website.

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

Our Twitter account, @RevDoors, has become a powerful way of sharing information and engaging people in conversations about our work. This year our Twitter following grew to over 7,000.

Outline of work for next 12 months

- We have appointed a new Chief Executive, Christian Marriott, who will lead the work of the charity from 1 April 2015.
- We are delighted to have been awarded 2 year funding from Lankelly Chase to launch and run a new research network on severe and multiple disadvantage. Work will begin in April 2015.
- The National Service User Forum will run throughout 2015/6
- We deliver the Commissioning Together, First Generation (PCC) and Capital Gains projects across 2015/6.
- We will continue to develop our understanding of the “revolving door” groups and seek opportunities to influence commissioning and provision of services for them.
- We will continue to support the national roll out of Liaison and Diversion services as part of the Offender Health Collaborative, prioritising Lived Experience Team input into integration review summer 2015.
- We will develop our commercial work and offer our services, including evaluation and service user involvement consultancy, seeking market penetration and potentially new markets.
- Having planned to use some of our reserves to change our business model the Board has set the incoming chief executive a target of bringing the organisational finance back into balance over the next 18 months by reducing costs and bring in more social business income and grant funding.

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:

AB Charitable Trust
City Bridge Trust
The Barrow Cadbury Trust
The Lankelly Chase Foundation
The Paul Hamlyn Foundation
The Pilgrim Trust
Trust for London

Report of the trustees

For the year ended 31 March 2015

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

His Honour Judge Fabyan Evans

Rose Fitzpatrick, deputy assistant commissioner, Metropolitan Police

Professor John Gunn, professor of forensic psychiatry

Baroness Hilary Armstrong, Labour peer and former cabinet office minister

Bharat Mehta OBE, chief executive, Trust for London

Lord David Ramsbotham GCB CBE, former HM chief inspector of prisons

Dru Sharpling CBE, Her Majesty's Inspectorate of Constabulary

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;
- 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- they have taken all necessary steps to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2015 was 10 (2014 - 10). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Financial Review

Review of results

Revolving Doors Agency raised a total of £412,266 in the year ended 31 March 2015, principally by:

- generating funds from donors, events and investments
- securing resources from funders through contracting or grants to carry out direct charitable activity.

This is a year on year reduction of 17% when compared to the year ended 31 March 2014, and is largely a result of lower incoming resources from Charitable Activities. The expenditure for the year was £583,769, a decrease of 5% on the previous year. Unrestricted reserves of £132,117 were used to fund the in year deficit.

In total the deficit for the year ended 31 March 2015 was £171,503. The full results are set out in the Statement of Financial Activities on page 21 and the financial position at 31 March 2015 is shown on the Balance Sheet on page 22.

Revolving Doors Agency

Report of the trustees

For the year ended 31 March 2015

Reserves

It is Revolving Doors' policy to maintain unrestricted funds in reserves in order to take into account the unreliability of future income streams. The approach used to calculate the target level of reserves is based on a risk assessment of future needs.

On 31 March 2015, the free reserves amounted to £151,248. 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.

The Trustees regularly review the need for reserves through the budgetary process to ensure they meet the charity's changing needs and circumstances.

Investment policy

It is the Agency's policy to hold short-term deposits, to obtain the best interest possible consistent with access requirements and limitations, at a minimal risk to the Agency.

Future funding

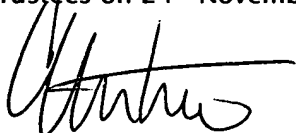
At 31 March 2015, the Agency had obtained a number of pledges of funding that will contribute towards its operating costs in 2015/16. Building on the success of previous years, we will look to secure further funding and contracts, which will enable us to maintain activity and influence into the future. The Agency has put a strategy in place to ensure we continue to gather support from our stakeholders and to access the opportunities in terms of contracts that are available externally. A key part of this strategy is the new Business Plan approved by the Trustees in June 2014 to help achieve the objective of maintaining financial stability to support the work of the Agency.

Auditors

Sayer Vincent LLP were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

The report of the trustees has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 24th November 2015 and signed on their behalf by



Gary Lashko – Chair

Independent auditors' report

To the members of

Revolving Doors Agency

We have audited the financial statements of Revolving Doors Agency for the year ended 31 March 2015 which comprise the statement of financial activities, balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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 charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the report of the trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Independent auditors' report

To the members of

Revolving Doors Agency

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the report of the trustees, for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us
- The financial statements are not in agreement with the accounting records and returns
- Certain disclosures of trustees' remuneration specified by law are not made
- We have not received all the information and explanations we require for our audit
- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the report of the trustees and take advantage of the small companies' exemption from the requirement to prepare a strategic report

Noelia Serrano (Senior statutory auditor)

17 December 2015

for and on behalf of Sayer Vincent LLP, Statutory Auditors
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

The Revolving Doors Agency

Statement of Financial Activities (incorporating an Income and Expenditure Account)

For the year ended 31 March 2015

	Note	Restricted £	Unrestricted £	2015 Total £	2014 Total £
Incoming resources					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	-	80,213	80,213	106,812
Bank interest		-	2,343	2,343	6,474
<i>Incoming resources from charitable</i>					
Development and partnership	3	30,000	170,040	200,040	194,921
Service user involvement		100,075	715	100,790	151,747
Policy & Communication		26,350	2,500	28,850	35,050
<i>Other incoming resources</i>		-	30	30	-
Total incoming resources		<u>156,425</u>	<u>255,841</u>	<u>412,266</u>	<u>495,004</u>
Resources expended					
<i>Costs of generating funds:</i>					
Costs of generating voluntary income	4	-	27,359	27,359	50,836
<i>Charitable activities</i>					
Development and partnership		68,767	212,666	281,433	237,031
Service user involvement		97,497	66,089	163,586	235,790
Policy and communication		29,547	77,830	107,377	76,788
<i>Governance costs</i>		-	21,014	21,014	14,930
Total resources expended		<u>195,811</u>	<u>404,958</u>	<u>600,769</u>	<u>615,375</u>
Net movement in funds		<u>(39,386)</u>	<u>(149,117)</u>	<u>(188,503)</u>	<u>(120,371)</u>
Reconciliation of funds					
Total funds brought forward	12	<u>57,420</u>	<u>283,365</u>	<u>340,785</u>	<u>461,156</u>
Total funds carried forward		<u>18,034</u>	<u>134,248</u>	<u>152,282</u>	<u>340,785</u>

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 12 to the financial statements.

The Revolving Doors Agency

Balance sheet

As at 31 March 2015

Company No: 2845452

	Note	£	2015 £	2014 £
Fixed assets	8			
Tangible assets			408	5,052
Current assets				
Debtors	9	90,298		53,650
Short-term deposits		-		-
Cash at bank and in hand		<u>111,693</u>		<u>341,576</u>
			201,991	395,226
Liabilities				
Creditors: amounts due within one year	10	<u>50,118</u>		<u>59,493</u>
Net current assets			<u>151,874</u>	<u>335,733</u>
Net assets	11		<u>152,282</u>	<u>340,785</u>
The funds of the charity	12			
Restricted funds			18,034	57,420
Unrestricted funds				
General funds			<u>134,248</u>	<u>283,365</u>
Total charity funds			<u>152,282</u>	<u>340,785</u>

Approved by the Trustees on 24 November 2015 and signed on their behalf by



Gary Lashko Chair of the Trustees

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2015

1. Accounting policies

a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2005).

b) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable.

c) 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.

d) Contractual Income is recognised as incoming resources in the Statement of Financial Activities to the extent that the charity has provided the goods or services. Incoming resources received in advance are deferred until the charity becomes entitled to the resources.

e) 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.

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

g) Costs of generating funds relate to the costs incurred by the charitable company 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.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2015

1. Accounting policies (continued)

- h) Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT, which cannot be recovered.

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

	2015
	%
Costs of generating voluntary income	4.6
Charitable activities	91.9
Governance costs	<u>3.5</u>
	100.0

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

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

Office equipment	3 years
------------------	---------

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.

- j) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight line basis over the minimum lease term.
- k) The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2015

2. Voluntary income

	Restricted £	Unrestricted £	2015 Total £	2014 Total £
Donations	-	213	213	312
The Pilgrim Trust	-	10,000	10,000	10,000
Trusthouse Charitable Trust	-	-	-	6,500
Lankelly Chase Foundation	-	60,000	60,000	60,000
The AB Charitable Trust	-	10,000	10,000	-
Henry Smith Charitable Trust	-	-	-	30,000
Total	-	80,213	80,213	106,812

3. Incoming resources from charitable activities

	Restricted £	Unrestricted £	2015 Total £	2014 Total £
The Barrow Cadbury Trust	30,000	-	30,000	26,000
City Bridge Trust	60,075	-	60,075	15,700
Esmée Fairbairn Foundation	-	-	-	98,418
Trust for London	26,350	-	26,350	22,500
Contract Income	-	173,255	173,255	148,053
Other Income	-	30	30	1,047
Paul Hamlyn Foundation	40,000	-	40,000	70,000
Total	156,425	173,285	329,710	381,718

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2015

4. Total resources expended

	Cost of generating funds	Development and partnership	Service user involvement	Policy & Communication	Governance costs	Support costs	2015 Total	2014 Total
	£	£	£	£	£	£	£	£
Staff Costs (note 6)	19,958	131,023	95,624	75,792	1,388	22,376	346,161	357,471
Payments to partner agencies, associates, consultants & contractors	294	55,389	3,487	-	294	12,604	72,068	100,231
Communication & Travel	-	12,165	5,633	3,337	744	4,238	26,117	25,933
Service user involvement	-	9,698	16,288	353	49	390	26,778	30,134
Office & Professional Costs	-	51	60	-	13,081	116,453	129,645	101,606
	20,252	208,326	121,092	79,482	15,556	156,061	600,769	615,375
Support costs	7,107	73,107	42,494	27,895	5,458	(156,061)	-	-
Total resources expended	27,359	281,433	163,586	107,377	21,014	-	600,769	615,375

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2015

5. Net outgoing resources for the year

This is stated after charging

	2015	2014
	£	£
Depreciation	4,644	8,033
Operating lease rentals:		
▪ property	42,000	42,000
Auditors' remuneration:		
▪ audit for year ending 31 March 2014	5,000	6,800
▪ overprovision for audit in year ending 31 March 2013	(1,000)	(840)
Trustees' remuneration	-	-
Trustees' expenses	<u>563</u>	<u>218</u>

Trustees' expenses represent travel and subsistence costs for 2 (2014: 2) members relating to attendance at meetings of the Trustees.

6. Staff costs and numbers

Staff costs were as follows:

	2015	2014
	£	£
Salaries and wages	295,404	307,210
Social security costs	32,016	33,186
Pension contributions	<u>18,741</u>	<u>17,075</u>
	<u>346,161</u>	<u>357,471</u>
Total emoluments paid to staff were:	<u>314,145</u>	<u>324,285</u>

No employee earned more than £60,000 during the year (2014: 1 - £70,000-£79,999)

Total employer contributions in respect of such employees during the year amounted to NIL (2014: £9,468).

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

	2015	2014
	No.	No.
Development and partnership	2.2	2.5
Service user involvement	2.8	2.4
Policy and Communication	1.8	2.0
Support staff	<u>1.0</u>	<u>1.0</u>
	<u>7.7</u>	<u>7.9</u>

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2015

7. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

8. Tangible fixed assets

	Office equipment £	Total £
Cost		
At the start of the year	27,558	27,558
Additions in year	<u>-</u>	<u>-</u>
At the end of the year	<u>27,558</u>	<u>27,558</u>
Depreciation		
At the start of the year	22,506	22,506
Charge for the year	4,644	4,644
Disposals in year	<u>-</u>	<u>-</u>
At the end of the year	<u>27,150</u>	<u>27,150</u>
Net book value		
At the end of the year	<u>408</u>	<u>408</u>
At the start of the year	<u>5,052</u>	<u>5,052</u>

9. Debtors

	2015 £	2014 £
Aged Debtors	64,884	37,444
Prepayments	12,226	14,240
Other debtors	<u>13,188</u>	<u>1,966</u>
	<u>90,298</u>	<u>53,650</u>

10. Creditors: amounts due within one year

	2015 £	2014 £
Trade creditors	13,954	16,550
Taxation and social security	7,855	10,887
Accruals	5,000	25,008
Provisions	17,000	-
VAT Creditor	<u>6,309</u>	<u>7,048</u>
	<u>50,118</u>	<u>59,493</u>

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2015

11. Analysis of net assets between funds

	Restricted £	General £	Total £
Tangible fixed assets	-	408	408
Net current assets	18,034	133,840	151,874
Net assets at the end of the year	18,034	134,248	152,282

12. Movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
National development programme	40,031	30,000	68,767		1,264
Service user Involvement Policy	8,693	100,075	97,497		11,271
	8,696	26,350	29,547	-	5,499
Total restricted funds	57,420	156,425	195,811	-	18,034
Unrestricted funds:					
General funds	283,365	255,841	404,958	-	134,248
Total funds	340,785	412,266	600,769	-	152,282

Purposes of restricted funds

National Development Programme

This consists of specific funding from Esmée Fairbairn Foundation, Barrow Cadbury and towards specific pieces of work. A small amount remained at year end from the Barrow Cadbury Fund towards work with Police & Crime Commissioners.

Service user Involvement

Restricted funds are from the Paul Hamlyn Foundation and City Bridge Foundation, towards work with service users. Funds remaining at Year end from the City Bridge funds towards our Commissioning Together Project.

Policy

Restricted funds carried over are from Capital Gains Project, a project funded by Trust for London.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2015

13. Operating lease commitments

The charity had annual commitments at the year end under operating leases expiring as follows:

	Property	
	2015	2014
	£	£
Less than 1 year	38,500	-
1 - 2 Years	-	-
2 - 5 Years	-	42,000
Over 5 years	-	-
	<u>38,500</u>	<u>42,000</u>