



**Company number: 2845452**

**Charity number: 1030846**

# **The Revolving Doors Agency**

**Report and Financial Statements**

***For the year ending 31 March 2021***

# Revolving Doors Agency

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For the year ended 31 March 2021

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# The Revolving Doors Agency

## Reference and administrative details

### For the year ended 31 March 2021

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**Company number** 2845452

**Charity number** 1030846

**Registered office and operational address:** South Bank Technopark  
90 London Road  
London, SE1 6LN

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

S Ahmad  
C Beal  
C Clarke Treasurer  
S Donaldson  
C Hedderman  
J Marsh (Johnson)  
I Parker  
S Payne CBE Chair  
M Rutherford  
R Street  
T Webb

**Principal staff** Pavan Dhaliwal Chief Executive (Joined 2<sup>nd</sup> November 2020)  
(Helen) Christina Marriott Chief Executive (Resigned 13<sup>th</sup> May 2020)  
Katy Savage Head of Partnerships  
Andy Williams Head of Involvement  
Nathan Dick Head of Policy (Resigned 31<sup>st</sup> March 2020)  
Anna Henry Head of Policy (Appointed 8<sup>th</sup> June 2021)

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

Virgin Money 1 Triodos Bank UK Ltd  
Jubilee House Deanery Road  
Gosforth Bristol  
Newcastle Upon Tyne BS1 5AS  
NE3 4PL

**Solicitors** Bates Wells LLP Russell-Cooke LLP 8  
10 Queen Street Place Bedford Row  
London, EC4R 1BE London, WC1R 4BX

**Auditor** Sayer Vincent LLP  
Chartered Accountants and Statutory Auditors  
Invicta House, 108-114 Golden Lane  
London, EC1Y 0TL

# The Revolving Doors Agency

## Trustees' annual report

for the year ended 31 March 2021

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### Message from Chair of Trustees

The impact of the work of Revolving Doors Agency (RDA) in 2020/21 against the backdrop of navigating the challenges of the pandemic and the new ways of working this necessitated has been nothing short of extraordinary. This is a real testament to the dedication of the team and our lived experience members. The work completed is outlined in more detail in the report itself, but I wanted to highlight a few areas that have really stood out for me, during what has been my first full year as Chair.

I joined a virtual audience of hundreds of people - academics, policy makers, people with lived experience and professionals from the probation, prison and police services - for the launch of our seminal publication, aptly named *The Knot*. This essay collection is focussed on exploring how poverty, trauma and structural disadvantage create and perpetuate multiple disadvantages including involvement in crime and the criminal justice system. It is a call for everyone across all sectors to consider in depth the real complexities in people's lives. What came across loud and clear at the launch and on the accompanying podcast series was that only by seeing these complex issues through a multiplicity of lenses is it possible to more fully understand a person's whole life, and then begin to untangle these knots. I look forward to the development of this work, which will take even more account of the root causes of trauma, over the next year.

Not only have our lived experience members contended with managing their personal circumstances throughout the pandemic, and the great challenges this has presented, but they have worked with the RDA team and each other to apply careful scrutiny to how services have fared in adapting to the new ways of delivery, be that treatment services, probation or policing. It was a proud moment and a real example of the 'power shifting' that is a core tenet of RDA's approach when I watched members on a live stream giving evidence virtually to the Justice Select Committee Probation Service Inquiry in December.

In June 2021, the new Probation Service (PS) was launched. Over the course of this year our teams have worked extensively with its design team to ensure that the improvements which our lived experience teams tell us will make the most difference are embedded into the service from the outset. To this end some of our members with lived experience worked directly on the regional PS area Reducing Reoffending Plans and were able to advocate for a strong, clear vision of what they wanted from probation services. Their contribution received praise from the Chief Probation Officer.

The New Generation Policing project went from strength to strength, despite not being able to be 'on the ground' to anything like the extent planned. Our teams have worked with Police and Crime Commissioners (PCCs) and police services across the country to develop policies that address the trauma, poverty and inequalities faced by young adults at the entrance to the revolving door and create services that divert them away from the criminal justice system into support. Our partnership captured the public imagination, and received coverage from the policing and charity press, as well as the national and local media. Over the course of this year, we helped secure over £3 million

investment in local diversion services by helping commissioners access the insights and expertise of both young people and adults who have lived experience of both the criminal justice system and other multiple unmet health and human needs.

# **The Revolving Doors Agency**

## **Trustees' annual report**

### **for the year ended 31 March 2021**

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Our financial position at the end of the year is enabling RDA to face the challenges of the Covid-19 pandemic and the future with both optimism and realism. Covid-19 and the resulting lockdowns have changed everything about our operating model, but the team were quick to react and swift to adapt. I have been particularly impressed by the speed with which our lived experience consultations and co-production activities were able to move online, supporting members to engage in a variety of new ways. The team will take forward the lessons learned from this period – we all recognise that it won't simply be a case of going back to the way things had always been before Covid 19 affected us all. The Board acknowledges that we are in a fortunate position compared to many other charities. As a result, we still have the capability and capacity to focus on implementing our strategy and achieving impact for our client group and in many ways remote working has increased the level of activity our forums have been able to achieve.

In May we said farewell to our Chief Executive Christina Marriott but were delighted to welcome her replacement Pavan Dhaliwal who joined us in November. She comes with a wealth of experience in human rights and equalities with an acute focus on racial disparities which we know continue to persist throughout the criminal justice system and beyond. Pavan has begun by developing our work to increase our impact and thought leadership as well as our brand recognition and the Board and I are looking forward to supporting her to navigate RDA through the years to come.

Finally, on behalf of all our trustees, I offer sincere thanks to our funders, clients and partners. Many thanks must go too to our lived experience members, whose insights drive our thinking and our actions. And thank you to our staff team and associates for their unstinting hard work, support and commitment.

# The Revolving Doors Agency

## Trustees' annual report

### for the year ended 31 March 2021

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The trustees present their report and the audited financial statements for the year ended 31 March 2021.

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

#### Vision, mission and objectives

**In February 2020 we launched our [strategy 2020-2024](#), setting out our ambition for a smarter criminal justice system that makes the revolving door avoidable and sustainable. Our vision is freedom from the cycle of crisis and crime.**

The strategy, coproduced with the staff team, lived experience members and trustees, gives the organisation a renewed focus on repeat offenders. For those in the revolving door, the criminal justice system is the one system that they cannot opt out of. It repeatedly comes into their lives, often bringing about more damage and chaos, and driving the cycle of crisis and crime. We want the criminal justice system to stop missing the millions of opportunities it has each year to break this cycle. The strategy reaffirms our long-standing commitment to large-scale change. We seek long-lasting, systemic, large-scale change for those in, or entering, the revolving door.

In delivering our ambition we are concentrating on three key stages of the criminal justice system, plus one cross-cutting objective:

1. **Policing:** we are working with police services and police and crime commissioners to develop mainstreamed responses from first contact to prosecution.
2. **Courts:** we are engaging the reform programme, providing evidence and lived experience insight, to improve the design of the court and tribunal systems.
3. **Probation and community sentences:** we will develop the evidence base to support service design and delivery – around population need and service effectiveness.
4. And, throughout, we are bringing **lived experience to the heart of decision making in the criminal justice system**, aiming to embed and mainstream it.

As the strategy was launched late in the year, we will report key achievements against these four areas plus two additional key areas of work.

#### Key achievements in 2020/21

##### 1. Policing

Our New Generation Policing Programme, funded by Barrow Cadbury Trust, Esmée Fairbairn Foundation and Lloyds Bank Foundation, has made a significant impact in bringing evidence, lived experience voice and policy solutions to support young adults at the cusp of revolving door into better lives.

Two of our reports based on the analysis of government data established the nature and the volume of demand on policing created by young adults in the revolving door and the racial disparities in justice outcomes and access to police-assisted diversion among young adults. These reports were shared with

# The Revolving Doors Agency

## Trustees' annual report

### for the year ended 31 March 2021

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the Home Office, APCC Leads for Equalities and Inclusion, Transition to Adulthood Alliance and gained wide coverage in policing sector publications. They were also added to the College of Policing and House of Commons libraries to inform policy and practice.

Our policy and practice review across all police and crime commissioner areas strengthened the evidence base for trauma and poverty responsive approaches in diversion and convinced over half of all police and crime commissioners to commit to investing in diversion services for young adults in an open letter in the Times. Since then, we established eight local partnerships (including Durham, Humberside, Leicestershire, North Yorkshire, South Yorkshire, West Midlands, South Wales and Gwent) and worked with police and crime commissioners and police services across the country to develop policies that addresses trauma, poverty and inequalities faced by young adults at the cusp of the revolving door and create services that divert them away from the criminal justice into support. Our partnership has captured the public imagination, and received coverage from the policing and charity press, as well as the national and local media. Over the course of a year, we secured over £3M investment in diversion services, co-designed and co-supported the commissioning processes with young adults and adults with lived experience of the criminal justice system and other multiple unmet health and human needs.

We set up our first trans-Atlantic partnership with the Public Defenders Association to promote Law Enforcement Assisted Diversion (LEAD), a model designed and proven to work for people in the revolving door, and increasingly thought to bring reconciliation to police and community relations by delivering an evidence-based public health model. This strategic partnership informed service design in local trailblazer sites and supported an evidence-based debate on the merits of addressing poverty, trauma, and racial discrimination as an effective way of dealing with the cycle of crisis and crime.

Over the course of the year, we built strategic policing and public health alliances to support our messaging. We were co-organisers for the Four Nations Public Health and Policing Conference, a high-profile event that secured the backing of Home Office, World Health Organisation, and NPCC. Our Lived Experience Panel members spoke alongside high-profile speakers, such as the Policing Minister Kit Malthouse, Professor Sir Michael Marmot, and Professor Mark Bellis, reaching over 2,000 police, public health practitioners and decision-makers across England, Wales, Scotland, and Northern Ireland.

We worked closely with the NPCC Lead for Children and Young People to develop guiding principles for policing young adults at the cusp of revolving door. Our report based on 1,000 young adults' views and experiences of policing was launched at the NPCC Children and Young People conference, and its recommendations are now embedded in the national policy.

Our user research on how young adults at the cusp of revolving door experience police and see police's role in responding to trauma, poverty, and inequalities, helped us to develop guiding principles for New Generation Policing. The publication resulted in calls for trauma-informed policing training to become mainstream, with support from the NPCC Lead for Wellbeing and Engagement, as well as other policing and public health leads in the Four Nations Conference. As a result, the College of Policing is now rolling out pilots for trauma-informed policing pilots.

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### for the year ended 31 March 2021

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To build on this momentum for better policing of young adults and to upscale innovation, we partnered with the Police Foundation and launched a Knowledge Exchange Network. 150 Inspectors and Chief Inspectors from across England and Wales have signed up and reviewed policing practice on diversion, community engagement, procedural fairness, and police's role in responding to trauma and inequalities.

#### 2. Courts

This year, we delivered the first ever user research commissioned looking at the experience of vulnerable defendants – both with and without legal representation, in person and through video hearings. Our recommendations on ways to better support vulnerable defendants throughout their courts journey have been accepted by the HMCTS Crime Programme and the research will be published on the government website next year.

Following on from our highly influential campaign to curb the use of short prison sentences of less than 6 months, we prioritised the improvement of community sentences and supervision that can act as a viable alternative to prison for the non-violent offences that so often lead to harmful short prison sentences. Our Lived Experience Forum members worked with the Magistrates' Association to develop a new training video for magistrates on the impact of short custodial sentences on defendants, and how community provision can better meet multiple unmet health and human needs and support people away from the cycle of repeat reoffending. The training is planned to be launched in the next financial year.

We have played a significant role in bringing lived experience into the design of non-custodial pathways in health and justice. We have supported the re-vitalisation of under-utilised Community Sentence Treatment Requirements (CSTRs) for people with underlying mental health and substance misuse issues that are contributing towards their offending behaviour. Furthermore, we have supported design of RECONNECT, a health-led prison resettlement programme that is aimed at those who were not eligible for other diversion or community alternatives. In all of these initiatives we have pioneered the use of lived experience in service design and advocated for the use of peer support across community interventions.

#### 3. Probation and community sentences

Over the course of the year, we developed a lived experience inquiry driven by the perspectives of people in the revolving door to explore how existing probation services could be improved, and what new services/approaches might be needed to reduce re-offending, support rehabilitation, and divert people away from the cycle of crisis and crime. The inquiry to date brought together the views of 141 people with either current or recent (within the last two years) lived experience of being under probation supervision, as well as 35 Probation officers, including junior and more senior staff, currently working for the Probation Service.

Additionally, we carried out two research projects for HMPPS, one to better understand Black and/or Muslim men's experiences of probation; another to inform the development of a Target Operating Model (i.e., the best way of structuring core processes to delivery essential probation services



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### for the year ended 31 March 2021

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effectively and efficiently). In collaboration with University of Lincoln, we carried out a research piece which helped the sector to better understand the impact on professionals and people of delivery probation support and supervision using the 'Exceptional Delivery Model' which re-engineered service delivery and supervision to comply with Covid-19 restrictions.

We set up our Lived Experience Probation Team, who shaped and informed the inquiry, and worked with the Ministry of Justice and HMPPS Probation Reform programme leads to inform policy. The team members also gave evidence to the Justice Select Committee inquiry on the future of probation.

In partnership with KPMG, and alongside our Lived Experience Probation Team, we reviewed early and later draft of all Reducing Reoffending plans and gave detailed feedback to Regional Directors in all 12 areas. The Chief Executive of HMPPS has confirmed that all of our recommendations have been taken on board to shape the future delivery of Reducing Reoffending plans, including the formation of regional lived experience panels.

Finally, in partnership with Leaders Unlocked and through our New Generation Campaigners group, we co-led the design of a new £3M Young Adult Probation Hub, advising MOPAC and the Ministry of Justice. We developed the service blueprint, establishing priority needs, models of support, workforce development and carried out user-tests for the physical environment.

#### **4 Campaigning for change**

We had a successful year of campaigning. Our campaigns, covering a multitude of topics, always led by the evidence uncovered through research and forum insight, and had real impact.

In support of our policing work, we set up New Generation Campaigners, a group of young adults with lived experience of repeat contact with policing. Together, we devised and launched a campaign calling for increased use of police-assisted diversion, through better identification of needs, involving young adults with lived experience in decision-making, investing in alternatives, and improving and scrutinising information to tackle racial and gender disparities in access to support. An independent poll we commissioned from Populus showed that 60% of the public agree that police should divert young adults or non-violent crime, and that drug use and possession should be treated as a health problem, rather than a crime. Their lived experience insight alongside the evidence collected over the course of the year is helping to shape our organisational response to the government's Police, Crime, Sentencing and Courts Bill.

New Generation Campaigners continued to raise awareness on how the combination of trauma, poverty and inequalities drive young adults into a cycle of crisis and crime. Their calls were backed by our user research, alongside the evidence presented by academics in the seminal essay collection the Knot. Alongside New Generation Campaigners and our Lived Experience Forum members, we continued to campaign for policies that focuses on addressing trauma, poverty and structural inequalities to prevent multiple disadvantage and stop the revolving door of crisis and crime.

This year, The National Expert Citizens Group (NECG), a representative group whose members have lived experience of using Fulfilling Lives services, have gained significant traction in improving systems

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### for the year ended 31 March 2021

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and services for people facing multiple disadvantage. Particularly, the NECG helped to capture the impact of Covid-19 on public services from the point of view of people accessing them and informed the House of Lords Committee on Public Affairs' response to the government. The NECG campaign on reducing drug-related deaths have engaged with the Dame Carol Black's independent review of the harm drugs cause and ways of increasing harm prevention. It also informed policy and service design at the Home Office's Project Adder, which seeks to make communities safer by tackling both the supply and demand sides of drug misuse.

We remain part of the Ministerial Advisory Board on Female Offenders and work to hold the government to account for progress against the Female Offender Strategy. We continued to work with the minister and the third sector partners to ensure women who commit low-level and non-violent offences are diverted away from the criminal justice system through the better use of police-assisted diversion and community sentences.

#### **5. Bringing lived experience to the heart of decision making in the criminal justice system**

Our three regional forums have continued despite the pandemic and have been delivered remotely. We have supported members to access the forums, through guidance and sourcing technology for them to join video calls and have been able to maintain a consistent membership whilst also inducting new members.

These forums continue to be our primary vehicle for strategic collaboration between decision makers and people with lived experience of the revolving door cycle, and in the last year we have delivered forums more frequently, increasing such opportunities. Over the last 12 months, the forums have engaged with the MOJ Reducing Reoffending Team, the government Drugs Diagnostic Team and the Prisons & Probation Ombudsman's Office. Members also supported our Probation Inquiry and fed into our essay collection, The Knot.

In August 2020, we established our Women's Forum. The group are developing their own identity/vision with a strong emphasis on campaigning. Members have been working with the Ministry of Justice on the design of the Residential Women's Centre Pilot – influencing decisions around compliance, staffing and contact with children. This involvement was referenced by the Minister in their letter to the Advisory Board for Female Offenders. Significantly, most new members of the group have progressed into the regional forums and other lived experience teams ensuring a women's perspective is embedded within all our work.

The non-custodial Lived Experience Team (LET) for NHS England Health & Justice has continued to develop and respond to emerging priorities. The LET have been influential in the development of Reconnect – creating a clear vision and set of principles that have shaped the service from the outset. The LET have discussed their work at numerous events including a Social Justice Academy Seminar and a CLINKS webinar. In addition, the LET have articulated the case for a more continuous and consistent model of peer support across the criminal justice system. With our Research team, the LET produced an in-depth report to support this approach that has been presented to the non-custodial programme Board and is shaping their thinking for future service design and commissioning.

We created our first specialist LET outside of NHS Health and Justice, focusing on probation. The team completed a task and finish project with KPMG to provide a lived experience view in all 12 PS area Reducing Reoffending Plans. The group created a strong, clear vision of what they wanted from a

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probation service which received praise from the Chief Probation Officer. The group are involved in numerous other aspects of work including ongoing collaborating with probation reform service design team.

We are continuing to support the National Expert Citizen's Group (NECG), the lived experience representative group for the National Lottery Community Fund's Fulfilling Lives Programme. The group has had a very successful year with increased collaboration and more direct access with government/civil service departments than previously achieved. Remote working has enabled more frequent contact and meetings with members. We redesigned the model with regular Regional Meetings to feedback on local discussion and feed into the quarterly national meetings. This has enabled us to go more in-depth and produce higher quality presentations and reports to decision makers. Dame Carol Black attended the September 2020 meeting following collaboration with the NECG on her review of treatment services. NECG members also spoke about their work on services response to Covid-19 at House of Lords Public Service Committee.

Lastly, the NECG have collaborated closely with the MHCLG in the design and set up of the Changing Futures Programme. This includes working with the research team on the evaluation feasibility study to develop recommendations for how the evaluation could be co-produced with peer researchers and how the research could involve people accessing services: and being part of the commissioning process to decide which areas should receive the funding.

#### **6. Consultancy, research and evaluations to help others to maximise their impact**

Through our consultancy and research and evaluation projects, we take peer insight into service design, governance and research, and help other organisations to bring their peer insight to what they do. As a result, services better meet the needs and ambitions of their users, changing the lives of people in the revolving door. Our social enterprise generates new insight about what works on the ground and income for the charity, both of which support our independent research and policy work.

In 2020/21 we have continued to work with Birmingham Changing Futures Together to evaluate the scale and impact of systems change for people experiencing multiple disadvantage across Birmingham. We have recently obtained additional funding to conduct further research to understand more about individuals experiencing multiple disadvantage but not in contact with relevant services to understand what could increase their engagement. We have also continued evaluating the St Giles Peer Advisor Network, to assess the programme's impact and identify good practice, challenges and potential improvements to support ongoing delivery. On both projects we have sought to capture learning from the experiences of delivering support to the most socially excluded during the Covid-19 pandemic.

Based on the NIHR Cancer in Prisons research, we are due to publish an article in an academic journal, Research Involvement and Engagement in June 2021. Co-written by our Research Manager, three peer researchers and our academic collaborators at the University of Surrey the article explores our perspectives on co-production to encourage others to co-produce more across the research process and do this meaningfully, inclusively and safely.

We provided co-production support for the 60 partnerships of the National Lottery Community Fund's Help Through Crisis programme. Over the last year, we have challenged and supported services to think about how co-production can change their local systems, not just improve their services. We have also focused on developing and showcasing examples of excellence and innovation in service

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design. This included, with Middlesbrough MIND, a peer support coaching model – a co-produced service design process that began by exploring the question, 'How do you create a service for people who don't use services?'. The learning from this process enabled other partnerships to reflect on how they had inadvertently created barriers to engagement.

We continue to deliver bespoke co-production consultancy for organisations and services. For example, we delivered a series of service design workshops for Crisis that supported the development of an ambitious vision and plan for a co-produced Skylight Centre.

#### Outline of work for next 12 months

We will continue to implement our new strategy, focusing on the areas that we think will have the biggest impact for people in, or at risk of entering the revolving door.

- Our New Generation Policing programme will continue to deliver support for local trailblazer sites and drive forward the uptake of good practice through Knowledge Exchange Network. Alongside New Generation Campaigners, we will campaign for police and crime commissioners to better assess towards socio-economic impact of their plans, advocate for trauma and poverty responsive policing. We will also deliver a national campaign on trauma and poverty responsive policing with an aim to secure further investment in diversion services for young adults at the cusp of revolving door. We will also work with the Ministry of Justice to shape the guidance on out of court disposals to ensure the new two tier out of court disposal model is consistent with the evidence and the good practice emerging from the local trailblazer sites.
- HMCTS will be publishing two of our user-research reports in Summer 2021, providing us with the opportunity to comment more publicly on issues related to courts reform.
- We are in the process of co-developing a research proposal alongside the Institute for Crime and Justice Policy Research to look at the experience of the courts process amongst people in the revolving door. We plan to submit a bid to the Nuffield Foundation in September 2021 and will consult our lived experience members to help inform this.
- We have been commissioned to write a book chapter on co-production in Probation for a book aimed at academics and probation practitioners on Probation mental healthcare to be published in 2022. Two lived experience members will co-produce this chapter.
- Our research team is planning to train members of the East Midlands Lived Experience panel as peer researchers to conduct peer evaluations of L&D and prison healthcare services. We plan to evaluate the impact of this work, and the work of the wider plan, and share the results of this evaluation in December 2021.
- We will deliver two new peer research projects. One on vaccine uptake amongst people experiencing multiple disadvantage in Birmingham and another on employment and training pathways for people experiencing multiple disadvantage in Manchester.
- Building on our Short Sighted campaign, we will continue to press for restricted use of short prison sentences of less than 6 months for non-violent offences, replacing them with more effective community alternatives. We will pro-actively engage with sentencing reform and any resulting legislation. We will continue to support the development of CSTRs and the delivery of Liaison and Diversion services as effective community responses to people in the revolving door. In addition, we will support prison resettlement services that seek to support people with complex needs, such as the health-led RECONNECT service.
- As members of the Ministerial Advisory Board for Female Offenders we will continue to campaign for the implementation of the Ministry of Justice's female offender strategy. This will link to our

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### for the year ended 31 March 2021

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newly formed women-only forum.

- We will continue to create opportunities for lived experience insight to influence decision making in the criminal justice system, notably through our lived experience forums and the National Expert Citizen's Group. We will support our lived experience members to engage digitally, creating online spaces in which we continue to bring "truth to power". We will take advantage of the move online as a result of Covid-19 to develop a more agile and responsive consultation model.
- Our NHS England Lived Experience Team and East Midlands Lived Experience Panel will continue to set the bar for coproduction in commissioning, service design, assurance and governance across health and justice services. Our own Lived Experience Advisory Panel is being further developed and will set the standard for informed and empowered lived experience input into governance.
- In all our work, we explicitly focus on the experience of, and data behind, discrimination faced by Black, Asian and minority ethnic communities in the criminal justice system, identifying and tackling racism in our criminal justice system.

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

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

#### ***Recruitment, appointment and induction of trustees***

The Board has the power to appoint additional trustees. Revolving Doors Agency has developed role descriptions for chair, treasurer and standard board member roles. Recruitment is carried out by advertising, with support from personal recommendation where appropriate. We endeavour, 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 we work, and those who can bring relevant skills and experience to the work of the Board. 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' staff averaged 12 during 2021 (2020: 9). Our staff are split into functional teams, reporting either directly or through line managers to the Senior Leadership Team. The Chief Executive Officer, who leads the Senior Leadership Team, is accountable to the Board of Trustees. We also engage trusted associates who work with staff to deliver specific projects.

#### ***Our remuneration policy***

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

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We aim to recruit, subject to experience, at a market competitive point which provides scope for increases to be awarded for excellence. We do not employ interns without pay and we are committed to paying the London Living Wage for all our staff. Delivery of Revolving Doors Agency's charitable vision and purpose is primarily dependent on our staff, which is the largest single element of charitable expenditure.

#### **Risk management**

The Board has ultimate responsibility for the effective management and oversight of risk. The current Board risk register, adopted in January 2019 and brought back to Board annually for review, identifies major inward- and outward-facing risks relating to:

- **Financial sustainability:** failure to raise income; lack of cash flow.
- **Organisational impact:** failure to achieve impact due to a squeeze on charitable activities as a result of raising and delivering social enterprise; failure to achieve impact because of current political climate, including government focus on post Brexit.
- **Reputation:** lack of staff capacity to deliver funded projects; and
- **Compliance:** failure to identify misconduct, mismanagement or breaches as a result of insufficiently robust processes; non-compliance with key legislation as a result of failure to horizon scan and prepare for legal changes.

The Board meets on a quarterly basis and reviews financial projections and impact at each meeting.

The CEO works with the leadership team to identify capacity needs and recruit staff as needed. The charity works with a number of consultants who can help cover short term needs.

The Board and CEO review policies on an annual basis and identify any new legal requirements during this process.

An additional risk register was created in March 2020 to facilitate the management of risks related specifically to the Covid-19 pandemic. This was reviewed by the Board during 2020/21 and will continue as needed during 2021/22.

#### **Financial review**

The income and expenditure for the year are reported in the Statement of Financial Activities on Page 21.

Total income increased by 10% to £1,041,635 (2020: £943,076) driven by an increase in both grant income and contract income to deliver charitable activity. Expenditure increased by 15% to £848,762 (2020: £740,506) enabling the increase in income. As a result of this, the surplus for the year was £192,873 (2020: £202,570). The surplus on restricted reserves was £68,257 (2020: £105,817) leaving an unrestricted surplus of £124,616 (2020: £96,753).

The unrestricted surplus for the year provides Revolving Doors Agency with additional financial resilience, both to meet Board requirements to manage future risks (including those associated with the Covid-19 pandemic) and to support the ongoing development of the medium- to longer-term business plan. Budgeted income for the current financial year (2021/22) is now fully secured and this improved financial position gives us the opportunity to focus on achieving future targets beyond this

# The Revolving Doors Agency

## Trustees' annual report

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year.

#### ***Business ethics***

We have worked to ensure that our social enterprise activity enhances and does not detract from our overall mission and aims. All potential commercial projects are evaluated 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 people with lived experience.
- 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 potential risks, notably the risk to our reputation.
- 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 surplus and the opportunity costs involved.

#### ***Fundraising***

We rely on the commitment of the grant makers that share our vision and have continued to back our work over the years. In 2020/21, we continued to access support from a number of our long-standing and much-valued supporters, as well as welcoming two new grant makers to the work of Revolving Doors Agency. Our income comes from grant making foundations and public bodies, we do not raise funds from individuals, work with professional fundraisers or commercial participators.

We were particularly pleased to welcome support from the National Lottery Community Fund and The City Bridge Trust towards delivery and development of our regional forums which are integral to our work with those with lived experience of the criminal justice system. We also wish to extend our thanks to those grant makers who offered us additional support during the Covid-19 pandemic, particularly the Esmée Fairbairn Foundation.

As a result, our grant income has increased in this year, from £463,832 in 2020 to £582,199 in 2021, and we have strong secured support for the coming financial year.

We are grateful for the support from the trustees and staff at:

- The Barrow Cadbury Trust
- The City Bridge Trust
- The Esmée Fairbairn Foundation
- John Ellerman Foundation
- The Lankelly Chase Foundation
- Lloyds Bank Foundation for England and Wales

# The Revolving Doors Agency

## Trustees' annual report

### for the year ended 31 March 2021

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- National Lottery Community Fund
- The Oak Foundation

#### **Reserves**

The trustees consider it prudent to maintain the current level of reserves to ensure that Revolving Doors Agency's work continues into the future. Securing future funding streams can take time and resources, and it is important that reserve levels are maintained during that process.

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

During 2020/21 the trustees reviewed the policy in light of the COVID-19 pandemic. The risk reserve requirement identified by trustees is £368,251, which equates to approximately six months' running costs based on the approved 2021/22 budget and represents an increase in the requirement from 3 to 6 months. The trustees believe that increased uncertainty requires additional reserves. The current level of unrestricted reserves are £369,111 and represent 6 months running costs.

After taking the risk reserve requirement into account, the trustees approved the reduction of designated reserves from £76,315 to £60,000. This fund will be used to provide resources to support staff capacity and wellbeing during the Covid-19 pandemic.

Trustees will review this reserve periodically and its use during 2021/22.

#### **Patrons**

We rely on the commitment and support of our patrons who work hard to promote our work, and to whom we offer our gratitude and thanks.

#### **Public benefit**

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

In terms of public benefit, our activities, described in detail above, are targeted at a particularly disadvantaged group in society – people in repeat criminal justice contact, generally for low-level and non-violent offences, whose offending behaviour is driven by multiple issues, including mental ill-health, substance misuse, and homelessness. It is a group that has, from childhood, disproportionately experienced trauma and abuse, neglect, poverty, community violence, racism and other forms of discrimination. These people are at risk of becoming stuck in a cycle of crisis crime unless we develop a smarter criminal justice system. Our research and activities over many years demonstrate the extent to which people in this group are disadvantaged by lack of access to effective support and services.

Our work aims to change the lives of people in or at risk of entering this revolving door cycle of crisis and crime. In the longer term, we are seeking fundamental reform of policy and practice that will



# The Revolving Doors Agency

## Trustees' annual report

### for the year ended 31 March 2021

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deliver long-lasting, systemic, large-scale change across England and Wales. To this end, our strategy focuses on building understanding and commitment among political leaders and policy makers 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 policy and lived experience consultancy, service evaluations and user research, we bring about changes 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, lived experience members improve their skills, confidence and social networks, all of which supports their recovery and reintegration into communities. At the same time, they bring insight and a powerful voice to our work to influence decision-makers, giving politicians and officials the opportunity to explore directly what is and isn't working and how things can be made better.

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

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

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2021 was 11

# **The Revolving Doors Agency**

## **Trustees' annual report**

### **for the year ended 31 March 2021**

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(2020 – 11). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been approved by the trustees on 24 August 2021 and signed on their behalf by

Sarah Payne CBE – Chair

## Independent auditor's report

To the trustees of

**The Revolving Doors Agency**

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### Opinion

We have audited the financial statements of The Revolving Doors Agency (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 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

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Revolving Doors Agency's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## **Independent auditor's report**

### **To the trustees of**

### **The Revolving Doors Agency**

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#### **Other matter**

The financial statements of The Revolving Doors Agency for the year ended 31 March 2020 were unaudited. An independent examination was performed which expressed an unmodified opinion on those statements.

#### **Other Information**

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

## **Independent auditor's report**

### **To the trustees of**

### **The Revolving Doors Agency**

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## **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

## **Capability of the audit in detecting irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the

## Independent auditor's report

### To the trustees of

### The Revolving Doors Agency

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financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

This report is made solely to the charitable company's members as 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano FCA (Senior statutory auditor)

14 September 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
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 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
<b>Income from:</b>							
Charitable activities	2	640,616	400,049	<b>1,040,665</b>	623,975	318,538	942,513
Investments	3	970	-	<b>970</b>	563	-	563
<b>Total income</b>		<b>641,586</b>	<b>400,049</b>	<b>1,041,635</b>	<b>624,538</b>	<b>318,538</b>	<b>943,076</b>
<b>Expenditure on:</b>							
Fundraising activities	4	39,063	-	<b>39,063</b>	48,749	-	48,749
Charitable activities							
Policy	4	102,534	153,068	<b>255,602</b>	84,612	134,025	218,637
Lived experience	4	197,908	153,866	<b>351,774</b>	261,257	10,148	271,405
Research	4	177,465	24,858	<b>202,323</b>	133,167	68,548	201,715
<b>Total expenditure</b>		<b>516,970</b>	<b>331,792</b>	<b>848,762</b>	<b>527,785</b>	<b>212,721</b>	<b>740,506</b>
<b>Net income for the year and movement in funds</b>		<b>124,616</b>	<b>68,257</b>	<b>192,873</b>	<b>96,753</b>	<b>105,817</b>	<b>202,570</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		304,495	135,253	<b>439,748</b>	207,742	29,436	237,178
<b>Total funds carried forward</b>		<b>429,111</b>	<b>203,510</b>	<b>632,621</b>	<b>304,495</b>	<b>135,253</b>	<b>439,748</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13a to the financial statements.

# The Revolving Doors Agency

## Balance sheet

Company no. 2845452

As at 31 March 2021

	Note	£	2021 £	£	2020 £
<b>Fixed assets:</b>					
Tangible assets	8		–		537
			–		537
<b>Current assets:</b>					
Debtors	9	135,373		207,557	
Cash at bank and in hand		664,134		326,429	
		799,507		533,986	
Creditors: amounts falling due within one year	10	166,886		94,775	
<b>Net current assets</b>			<b>632,621</b>		439,211
<b>Net assets</b>			<b>632,621</b>		<b>439,748</b>
<b>The funds of the charity:</b>	13a				
Unrestricted income funds:					
Designated funds		60,000		76,315	
General funds		369,111		228,180	
			<b>429,111</b>		304,495
Restricted funds			<b>203,510</b>		135,253
<b>Total funds</b>			<b>632,621</b>		<b>439,748</b>

Approved by the trustees on 24 August 2021 and signed on their behalf by

Sarah Payne CBE  
Chair



The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2021

	2021		2020	
	£	£	£	£
<b>Cash flows from operating activities</b>				
Net cash provided by operating activities		336,735		167,110
<b>Cash flows from investing activities:</b>				
Investment income received	970		563	
Net cash provided by investing activities		970		563
<b>Change in cash and cash equivalents in the year</b>		337,705		167,673
Cash and cash equivalents at the beginning of the year		326,429		158,756
<b>Cash and cash equivalents at the end of the year</b>		<u>664,134</u>		<u>326,429</u>
Analysis of cash and cash equivalents		<u>664,134</u>		<u>326,429</u>
Cash at bank and in hand		<u>664,134</u>		<u>326,429</u>
<b>(a) Cash flow provided by operating activities:</b>				
Net movement in funds		192,873		202,570
Depreciation		537		1,530
Interest received		(970)		(563)
Decrease/(increase) in debtors		72,184		(59,300)
Increase in creditors		72,111		22,873
		<u>336,735</u>		<u>167,110</u>

**1 Accounting policies**

**a) Statutory information**

The Revolving Doors Agency is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is South Bank Technopark, 90 London Road, London, SE1 6LN.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The trustees have considered the impact of COVID-19 and all other factors and concluded that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**c) Public benefit entity**

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

**d) Income and expenditure recognition**

- i) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities
- ii) Revenue grants are credited to the statement of financial activities when received or receivable, whichever is earlier.  
Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.
- iii) Contractual income is recognised as incoming resources in the Statement of Financial Activities to the extent that the charity has provided the goods or service. Incoming resources received in advance are deferred until the charity becomes entitled to the resources.
- iv) Expenditure is recognised in the period in which it is incurred and includes attributable VAT which cannot be recovered.
- v) Costs of generating funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.  
Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

**e) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

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

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

**f) Depreciation**

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

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

Office equipment	3 years
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Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

# The Revolving Doors Agency

## Notes to the financial statements

### For the year ended 31 March 2021

#### 1 Accounting policies (continued)

##### g) Allocation of costs

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

##### h) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

##### i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

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

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

##### k) Creditors and provisions

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

##### l) Pensions

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The Charity has no liability under the scheme other than for payment of these contributions.

##### m) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

#### 2 Income from charitable activities

			2021			2020
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
National Lottery Community Fund	-	84,708	<b>84,708</b>	-	-	-
Lankelly Chase Foundation	97,985	-	<b>97,985</b>	100,294	41,538	141,832
The Barrow Cadbury Trust	-	36,000	<b>36,000</b>	-	36,000	36,000
Trust for London	-	-	-	-	29,500	29,500
Lloyds Bank Foundation	-	74,502	<b>74,502</b>	-	73,224	73,224
Esmée Fairbairn Foundation	54,366	94,110	<b>148,476</b>	-	108,731	108,731
John Ellerman Foundation	30,000	-	<b>30,000</b>	30,000	-	30,000
AB Charitable Trust	-	-	-	15,000	-	15,000
King's College and University of Surrey	-	3,000	<b>3,000</b>	-	11,648	11,648
University of Nottingham	-	-	-	-	10,147	10,147
City Bridge Trust	-	23,250	<b>23,250</b>	-	7,750	7,750
University of Newcastle	-	8,015	<b>8,015</b>	-	-	-
The Oak Foundation	-	76,263	<b>76,263</b>	-	-	-
Contract Income	458,165	-	<b>458,165</b>	472,921	-	472,921
Other income	100	201	<b>301</b>	5,760	-	5,760
<b>Total</b>	<b>640,616</b>	<b>400,049</b>	<b>1,040,665</b>	<b>623,975</b>	<b>318,538</b>	<b>942,513</b>

#### 3 Income from investments

			2021			2020
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Bank interest	970	-	<b>970</b>	563	-	563
<b>Total</b>	<b>970</b>	<b>-</b>	<b>970</b>	<b>563</b>	<b>-</b>	<b>563</b>

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2021

4a Analysis of expenditure (Current year)

	Charitable activities						2021 Total £	2020 Total £
	Fundraising £	Policy £	Lived Experience £	Research £	Governance costs £	Support costs £		
Staff costs (note 6)	24,870	157,662	165,977	115,852	23,955	58,246	<b>546,562</b>	434,370
HR services	-	-	-	-	-	21,067	<b>21,067</b>	23,864
Direct costs	-	22,188	110,045	32,361	-	-	<b>164,594</b>	155,651
Rent, rates and utilities	-	-	-	-	-	47,355	<b>47,355</b>	41,520
Consultant costs	3,371	-	-	-	-	3,900	<b>7,271</b>	25,150
IT support	-	-	-	-	-	8,099	<b>8,099</b>	8,622
Office equipment, stationery and services	-	-	-	-	-	7,411	<b>7,411</b>	15,748
Travel	-	-	-	-	-	144	<b>144</b>	4,202
Miscellaneous	-	-	-	-	-	31,152	<b>31,152</b>	22,754
Legal and professional fees	-	-	-	-	9,000	6,107	<b>15,107</b>	8,625
	<b>28,241</b>	<b>179,850</b>	<b>276,022</b>	<b>148,213</b>	<b>32,955</b>	<b>183,481</b>	<b>848,762</b>	<b>740,506</b>
Support costs	9,174	64,218	64,218	45,871	-	(183,481)	-	-
Governance costs	1,648	11,534	11,534	8,239	(32,955)	-	-	-
<b>Total expenditure 2021</b>	<b>39,063</b>	<b>255,602</b>	<b>351,774</b>	<b>202,323</b>	<b>-</b>	<b>-</b>	<b>848,762</b>	
Total expenditure 2020	<b>48,749</b>	<b>218,637</b>	<b>271,405</b>	<b>201,715</b>	<b>-</b>	<b>-</b>		<b>740,506</b>

Expenditure on charitable activities was £848,762 (2020: £691,757) of which £516,970 (2020: £527,785) was unrestricted and £331,792 (2020: £212,721) was restricted.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2021

4a Analysis of expenditure (Prior year)

	Charitable activities						2020 Total £
	Fundraising £	Policy £	Lived Experience £	Research £	Governance costs £	Support costs £	
Staff costs (note 6)	18,943	126,570	129,032	103,443	21,264	35,118	434,370
HR services	-	-	-	-	-	23,864	23,864
Direct costs	-	28,698	79,003	47,950	-	-	155,651
Rent, rates and utilities	-	-	-	-	-	41,520	41,520
Consultant costs	20,487	-	-	-	-	4,663	25,150
IT support	-	-	-	-	-	8,622	8,622
Office equipment, stationery and services	-	-	-	-	-	15,748	15,748
Travel	-	-	-	-	-	4,202	4,202
Miscellaneous	-	-	-	-	-	22,754	22,754
Legal and professional fees	-	-	-	-	2,700	5,925	8,625
	<b>39,430</b>	<b>155,268</b>	<b>208,035</b>	<b>151,393</b>	<b>23,964</b>	<b>162,416</b>	<b>740,506</b>
Support costs	8,121	55,221	55,222	43,852	-	(162,416)	-
Governance costs	1,198	8,148	8,148	6,470	(23,964)	-	-
Total expenditure 2020	<b>48,749</b>	<b>218,637</b>	<b>271,405</b>	<b>201,715</b>	<b>-</b>	<b>-</b>	<b>740,506</b>

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**5 Net income for the year**

This is stated after charging / (crediting):

	2021 £	2020 £
Operating lease rentals:	47,355	41,520
Depreciation	537	1,530
Auditor's Fees	7,500	-
Independent Examiner's Fees	-	2,750
	<u>47,355</u>	<u>41,520</u>

**6 Staff and Trustees**

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	471,271	373,676
Social security costs	45,384	36,141
Pension costs	29,907	24,553
	<u>546,562</u>	<u>434,370</u>

No staff were in receipt of total employee benefits (excluding pension contributions and employers' NI contributions) exceeding £60,000 in the year (2020: £80,000- £90,000 – one).

No Trustee received remuneration for services. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £ NIL (2020: £716 ) incurred by no (2020: 2) trustees relating to attendance at meetings of the trustees.

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

The key management personnel of the Charity comprise the Trustees, Chief Executive and the Heads of departments. The total employee benefits (including pension contributions and employers' NI contributions) of the key management personnel were £233,771 (2020: £147,721).

The average staff headcount during the year was as follows:

	2021 No.	2020 No.
	<u>12</u>	<u>9</u>

The split across activities during the year was as follows:

	2021 No.	2020 No.
Policy	3.0	2.5
Lived Experience	4.0	2.5
Research	2.5	3.0
Fundraising	0.5	-
Support staff (including governance)	2.0	1.0
	<u>12.0</u>	<u>9.0</u>

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**7 Related party transactions**

There were no related party transactions in 2021 or in 2020.

**8 Tangible fixed assets**

	Office Equipment £
<b>Cost or valuation</b>	
At the start of the year	32,933
Disposals in year	(28,343)
At the end of the year	<u>4,590</u>
<b>Depreciation</b>	
At the start of the year	32,396
Disposals in year	(28,343)
Depreciation for the year	537
At the end of the year	<u>4,590</u>
<b>Net book value</b>	
At the end of the year	<u><u>-</u></u>
At the start of the year	<u><u>537</u></u>

**9 Debtors**

	2021 £	2020 £
Trade debtors	73,992	167,421
Prepayments and accrued income	61,381	40,136
	<u>135,373</u>	<u>207,557</u>

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

	2021 £	2020 £
Trade creditors	11,782	44,951
Taxation and social security	15,309	13,985
Accruals	34,696	9,045
Deferred income	79,093	-
Pension creditor	5,575	2,390
VAT	20,431	24,404
	<u>166,886</u>	<u>94,775</u>

**11 Deferred income**

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

	2021 £	2020 £
Balance at the beginning of the year	-	-
Amount deferred in the year	79,093	-
Balance at the end of the year	<u>79,093</u>	<u>-</u>

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For the year ended 31 March 2021

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

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	-	-	-	-
Net current assets	369,111	60,000	203,510	632,621
<b>Net assets at 31 March 2021</b>	<b>369,111</b>	<b>60,000</b>	<b>203,510</b>	<b>632,621</b>

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

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	537	-	-	537
Net current assets	227,643	76,315	135,253	439,211
<b>Net assets at 31 March 2020</b>	<b>228,180</b>	<b>76,315</b>	<b>135,253</b>	<b>439,748</b>

13a Movements in funds (current year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2021 £
<b>Restricted funds:</b>					
Policy	92,930	210,261	(153,068)	-	150,123
Lived experience	7,750	186,788	(153,866)	-	40,672
Research	34,573	3,000	(24,858)	-	12,715
<b>Total restricted funds</b>	<b>135,253</b>	<b>400,049</b>	<b>(331,792)</b>	<b>-</b>	<b>203,510</b>
<b>Unrestricted funds:</b>					
General	228,180	641,586	(516,970)	16,315	369,111
Designated funds	76,315	-	-	(16,315)	60,000
Total general funds	304,495	641,586	(516,970)	-	429,111
<b>Total funds</b>	<b>439,748</b>	<b>1,041,635</b>	<b>(848,762)</b>	<b>-</b>	<b>632,621</b>

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



13b Movements in funds (prior year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2020 £
<b>Restricted funds:</b>					
Policy	9,000	217,955	(134,025)	-	<b>92,930</b>
Lived experience	-	17,898	(10,148)	-	<b>7,750</b>
Research	20,436	82,685	(68,548)	-	<b>34,573</b>
<b>Total restricted funds</b>	<b>29,436</b>	<b>318,538</b>	<b>(212,721)</b>	<b>-</b>	<b>135,253</b>
<b>Unrestricted funds:</b>					
General	193,626	624,538	(527,785)	(62,199)	<b>228,180</b>
Designated funds	14,116	-	-	62,199	<b>76,315</b>
Total general funds	<b>207,742</b>	<b>624,538</b>	<b>(527,785)</b>	<b>-</b>	<b>304,495</b>
<b>Total funds</b>	<b>237,178</b>	<b>943,076</b>	<b>(740,506)</b>	<b>-</b>	<b>439,748</b>

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

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

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

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

Trustees took the decision to designate £62,199 of general funds as at 31 March 2020 towards a fund to support the charity as a result of the COVID-19 crisis.

14 Operating lease commitments payable as a lessee

The charity holds an operating lease with a breakclause such that it does not have any significant commitment in the short or longer term.