



The Revolving Doors Agency

Annual report and financial statements

🕒 For the year ending 31 March 2022

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:

K Ager (appointed 1 February 2022)

S Ahmad

C Beal

C Clarke

S Donaldson

C Hedderman

J Johnson

I Parker

S Payne CBE

M Rutherford

R Street

T Webb

Treasurer from 1 February 2022

Treasurer until 1 February 2022

Chair

Principal staff

Pavan Dhaliwal

Katy Savage (Leah Selinger – maternity cover)

Andy Williams

Anna Henry

Chief Executive

Director of Partnerships and
Operations

Director of Involvement

Director of Policy Research and
Communications

Bankers

Co-operative Bank Plc.
Balloon Street
Kingshill
Manchester
M60 4EP

CAF Bank Ltd
West Malling
Kent
ME19 4TA

Virgin Money 1
Jubilee House
Gosforth
Newcastle Upon Tyne
NE3 4PL

Triodos Bank UK Ltd
Deanery Road
Bristol
BS1 5AS

Solicitors

Bates Wells LLP
10 Queen Street Place
London, EC4R 1BE

Russell-Cooke LLP
8 Bedford Row
London
WC1R 4BX

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
InvictaHouse, 108-114 Golden Lane
London,
EC1Y 0TL

Message from the Chair of Trustees

As we move towards a refreshed strategy for the coming years, this opportunity to reflect on the work of the organisation in 2021/22 brings into focus not only the sheer scope and range of areas in which we have had a real impact but also what is needed in the challenging times ahead as we work to change the outcomes for people caught in the revolving door of crisis and crime, and improve the services and systems designed to help them.

My second year as Chair of Revolving Doors has seen the organisation ease into a new way of hybrid working, keeping the growing lived experience member forums online to ensure both safety and greater geographical reach. Much of our work over the course of the year is described in the report and you will see how we have been working to both influence national policy and local practice with the voices and expertise of our lived experience members at the front and centre of all we do.

Our work on the government-funded Changing Futures programme for which we are delivering, with partners, the support contract began in earnest. Strategically this is so important in enabling us to fulfil our mission: we are working across 15 areas in England supporting multi-agency partnerships as they test new ways of working to help improve outcomes for people experiencing multiple disadvantages. Our team has worked to ensure that each area takes account of the experience of those eligible for support as they seek to improve services. This is paying dividends as we see lived experience being both reflected in and embedded in redesigned services at the individual, service and, crucially, system level. Our National Experts Citizen's Group (NECG) which has become the 'go to' group across Government to consult on matters relating to multiple disadvantages is now also working on advising the Changing Futures programme. Members of the NECG saw their work in previous years – with Dame Carol Black on the Independent Review of Drugs – not only reflected in full in the recommendations of the review but crucially also in the Government's ten year drug plan 'From Harm to Hope', which has committed record levels of funding into drug treatment services. We know all too well that plans are only as strong as their implementation and the cultures in which they are implemented, so this is an area which we will continue to monitor and seek to influence to ensure they are accessible and available to the revolving door group of people. We also turned our focus internally and undertook a Governance Review and have started a process of examining inclusion and diversity within our organisation and the context in which we work from the perspective of power and privilege.

The launch of our lived experience inquiry into probation attracted senior leadership from the The Probation Service along with practitioners and policymakers to hear findings from a vital report driven by our members' concerns with inconsistencies in practice on the ground. Our team presented the solutions-focused recommendations to NPS teams and we will be working closely to monitor the commitments they have made.

We welcomed our American partners from the Public Defenders Association LEAD Bureau to build upon the excellent work done throughout the year on the New Generation Policing project. This included the launch of a socioeconomic toolkit to assist Police and Crime

Commissioners (PCCs) to potentially reduce the inequalities of outcomes which result from socioeconomic disadvantage which would be extremely pertinent to those in the revolving door. This opened up conversations with the newly elected cohort of PCCs.

We visited police forces across the country to advocate for the diversion of young adults and were pleased to see the fruits of the project in the many initiatives now in place. We have also been strongly advocating for pre-custody programmes to prevent young adults from becoming trapped in the system in the first place. We made this case to the Policing Minister and government officials at an event we held in Westminster.

So much of our work is dependent on influencing practice on the ground and finding out what does and does not work directly from those who use services as they have the keenest of insights borne of experience. This is what we are known for and we continue to be in high demand to advise and assist a range of public services across the country. Our research and evaluation team worked on projects in both Manchester and Birmingham to identify how providers may best reach underrepresented groups. They also work alongside commissioners to enable them to secure the most impactful outcomes.

This is simply a brief overview of Revolving Doors' astounding work and I encourage you to read our latest Impact Report. 2022 and beyond bring a renewed vigour and focus which enable us to build upon the decades of evidence we have gathered and apply that lens to the new world in which we find ourselves. Chairing Revolving Doors is such a privilege and I am confident that we will continue to make great strides as an organisation in working to break the harmful and corrosive cycle of crisis and crime.

Our mission, vision and values

Our mission is to break the cycle of crisis and crime. We aim to achieve this through championing long-term solutions for justice reform that tackle the root causes of reoffending and support people's journeys towards better lives. We recognise that to fulfil our ambition we need to work to drive systems change in the criminal justice sphere and related sectors.

We advocate for a humane approach that responds to people's unmet needs and works with them to reach their full potential and thrive. We advocate for a system that recognises and addresses the drivers of contact with the criminal justice system, namely trauma, poverty and discrimination. We focus on the 'revolving door' group of people, those who have repeat contact with the criminal justice system and whose behaviours are largely driven by unmet health and social needs. These include combinations of substance misuse, homelessness, mental ill-health and domestic abuse often referred to as 'multiple disadvantages'.

Throughout 2021 and early 2022, Revolving Doors staff, lived experience members and trustees worked together to develop a new strategy for 2022-2024. The plan sets out five strategic priorities:

- Diversion and prevention
- Sentencing and probation
- Procedural justice
- Rethinking and resetting the system
- Organisational resilience.

As this strategy was not finalised until June 2022, the key achievements outlined below are more closely aligned to our previous strategy, which concentrated on three key stages of the criminal justice system: policing, courts, and probation and community sentences. We have also had a cross-cutting objective of embedding and mainstreaming lived experience in decision making in the criminal justice system.

Key achievements

Empowering the voices of people with lived experience

Our lived experience membership is supported by our involvement team. The team has established a culture in which lived experience members can safely meet and contribute to debates. This is a culture that has developed over time, and which has created policy forums that can pick up an issue very quickly and address it in practical terms with recommendations that policymakers and service developers can take forward.

As well as contributing to debates, our lived experience members have been able to **influence policy and practice**. For example, staff from the Ministry of Justice Residential Women's Centre team attended our Women's Forum several times to consult members on the design of the Residential Women Centre (RWC) pilot in Wales. Members had the opportunity to share their views on staffing, the presence of children at the centres, rules around substance use and move-on support and the physical environment, which helped to shape the service design. In addition, three members of the Women's Forum gave oral evidence at the Women in Prison Inquiry, led by the Justice Select Committee in July 2021. The members spoke to the Committee about the importance of trauma-informed approaches to women in the criminal justice system, how well-funded, holistic community solutions offer a better alternative to custodial sentences, and the importance of appropriate accommodation provisions upon release from prison.

The NHS England Non-Custodial Lived Experience Team continue to advocate for the revolving door group across NHS England health and justice services. Key activities in the past year have included shaping the RECONNECT programme that supports people who leave prison to reintegrate into the community health system, and helping to develop the Lived Experience Charter, a kite mark for organisations employing people with lived experience. The East Midlands Lived Experience Panel (LEP) has also continued to co-produce the commissioning activities of NHS England Health and Justice services across the East Midlands. This includes Liaison and Diversion (L&D), healthcare across custodial estates, Sexual Assault Referral Centres (SARCs) and the Community Sentence Treatment Requirement (CSTR) programme.

The National Expert Citizen Group (NECG) carried on supporting the National Lottery Community Fund (NLCF) Fulfilling Lives Programme, as areas began to bring services to a close, and is now the lived experience representative group for the Department for Levelling Up, Housing and Communities' (DLUHC) Changing Futures Programme. As part of this, the NECG has helped to influence the priorities for the Changing Futures programme and to select funded areas. This process has involved working closely with DLUHC and therefore created better connections in government. The NECG has also presented recommendations at national events on topics including dual diagnosis, housing/homelessness and system change/coproduction.

As part of the Strategic Review of Policing, the Police Foundation researchers facilitated consultation sessions with our New Generation Campaigners, as well as our Women's

Forum, Northern & Southern Forums. This process enabled the review to include personal perspectives of people who had been in the criminal justice system and helped to contextualise the wider findings of the relationship between the public and the police.

In collaboration with Russell Webster, we co-developed best practice guidelines around providing better peer volunteering opportunities to people with lived experiences of multiple disadvantages. The report was informed by the experiences of 253 service user volunteers and several of our members were on the strategic co-production team. Final outputs have been shared widely with services, commissioners and peer volunteers and include [a range of videos and reports](#).

Our Probation Lived Experience Team, supported by our research and policy teams, played a key role in designing and delivering our Probation Lived Experience Inquiry. The inquiry involved speaking to 141 people with lived experience and 35 probation practitioners. It was driven from the outset by our Probation Lived Experience Team who were concerned about the inconsistencies of probation practice. The inquiry has given us the evidence we need to advocate for solutions-led policy and practice change in probation, particularly around key Pre-Sentence Reports (PSRs). It has also strengthened our models for more closely involving people with lived experience across our work.

As far as possible, and like our Probation Lived Experience Inquiry, our research projects are underpinned by the lived experience of our members who support the design, implementation, analysis and reporting of our work. Hence, we have also empowered the voice of people with lived experience through co-designing and delivering **peer research projects**.

This includes a project exploring training, volunteering and employment pathways for people with personal experience of multiple disadvantages in Manchester and a research project exploring vaccine uptake amongst people in Birmingham with experience of multiple disadvantages. Peer researchers have also supported research conducted in collaboration with the University of Lincoln to critically examine the impact of the pandemic on probation services, from the perspectives of both probation practitioners and people under probation supervision. This research has been shared widely including through [posters and guides for practitioners](#), and an [academic journal article](#).

Additionally, peer researchers on collaborative cancer in custodial settings study (in collaboration with partners including the University of Surrey and King's College London) have been supported to share their reflections on peer research through a [journal article](#) to support academics to co-produce research alongside people with lived experience more safely and meaningfully.

Supporting lived experience involvement to drive systems to change nationally

In addition, to being part of the Changing Futures evaluation team, we are also working with Social Finance to deliver programme support. Our role is to support Changing Futures areas to co-produce the governance, design and delivery of their programmes with people with

lived experience of multiple disadvantages. This has included running a Community of Practice for Lived Experience Leads, supporting areas think about how to reward involvement and role modelling what good quality co-production looks like. Therefore, we have been able to influence and enable co-production in several areas of England and across a range of statutory and VCS organisations.

Supporting effective service delivery through research and evaluation projects

The research function in Revolving Doors works across two levels – the macro level where we review and evaluate evidence across the sector and the micro level where we focus on specific policy or service-level issues. As well as presenting findings we develop a strong set of recommendations on how to adapt policy and services, based on the insights of people with lived experience.

We have continued to evaluate services that seek to improve outcomes for people experiencing multiple disadvantages. Since November 2021, we have been part of a consortium, led by CFE Research, working on the national evaluation of the Changing Futures Programme. As part of this, we have authored a rapid evidence assessment on trauma-informed approaches, supported systems mapping activity and are currently recruiting peer researchers to ensure that ongoing activity is co-designed and delivered with people with lived experience. We are now in the last year of the Birmingham Changing Futures Together evaluation. As part of this, we have conducted research on their lived experience involvement group, how services can better engage under-represented groups, and overall programme learning and impact.

We were commissioned by Greater Manchester Combined Authority (GMCA) to better understand the service user experience through the integrated Liaison and Diversion (L&D) service they commission. This research has been used by GMCA to inform their re-commissioning of the service and, once published, will support us to share learning with L&D services across England.

We have also designed and delivered bespoke training to HM Prison and Probation Service (HMPPS) around safely and meaningfully involving people with lived experience across research projects. This training has been used by HMPPS to inform the development of a research network that aims to bring together people with lived experience and professionals working within HMPPS to develop and further strengthen models of co-production.

Policy and campaigns

Our policy team provides convincing, well-presented evidence and recommendations on why there is a need to focus on people in the revolving door and how policy and services need to be developed differently to better respond to the root causes that drive cycles of crisis and crime. The team works hand in hand with the involvement and research teams. We provide expertise on new and changing legislation, driven by our research and the expertise of our lived experience members, and develop the practical evidence base on

which policy and services for those with multiple disadvantages can be developed as well as horizon scanning for emerging issues.

Continuing to raise awareness of the unique needs of young adults

New Generation Forum

Our policy and involvement teams continued to engage with our New Generation forum – young adults with experience of repeat police contact – on a weekly basis until May 2022. In these forums, we discussed topics including racial disparities in policing, stop and search practices, and diversity within the police. Members of the group were able to speak at the Runnymede Trust’s Race and Community APPG event on the PCSC Bill and the LEAD reception where Minister for Crime and Policing Kit Malthouse MP gave a keynote speech. They also fed into the Police Foundation’s Strategic Review of Policing and co-developed a briefing for PCCs to advocate for young adults to focus in their Police and Crime plans.

Demonstrating the link between socioeconomic deprivation and experiences of policing

In December 2021, we launched our socioeconomic toolkit – which provides a simple guide for Police and Crime Commissioners to implement a socioeconomic duty into their policing practice. The duty is in place in Scotland and Wales (though it does not apply to police in Wales). To launch the toolkit, Police and Crime Commissioner for Northumbria Kim McGuinness spoke about the role of policing in challenging socioeconomic deprivation, as well as representatives from the Child Poverty Action Group and Just Fair. The toolkit was presented to the four Welsh PCCs in December 2021 who have shown an interest in formally committing to the socioeconomic duty in relation to policing as a result.

We launched the toolkit alongside our research with Leaders Unlocked and Newcastle University which demonstrated the complex interplay of the various dimensions of inequality that impact young people’s lives, engagement in crime and interaction with the police.

Partnership working with Police and Crime Commissioners, the police and other policy and delivery organisations

Through our focus on young people in the New Generation policing project, we have developed true working partnerships with the police, PCCs as well as policy and service developers. In partnership with the Police Foundation, we have continued to develop the Knowledge Exchange Network (KEN). The KEN has proved to be an invaluable space to foster peer-to-peer learning, knowledge and practice change among policing professionals. Revolving Doors sits at the apex of this partnership as a conduit to systems change with those who can deliver on the ground. Topics covered at Network meetings have included disproportionality across policing, youth engagement, out-of-court disposals and trauma-informed practice in policing. Since its inception, the Network membership has grown to 234, to better practice and policy across the policing landscape.

We have also worked with PCCs and police forces in England and Wales to develop innovation trailblazers. This includes co-facilitating discussions with young adults on probation to get their views and experiences to inform MOPAC's new £3 million young adult hub in Newham; supporting Leicestershire OPPC and Police Service to design and recommission a young adult pathway aiming to divert young adults away from the cycle of crisis and crime into support; and creating a strategic blueprint for Durham and Darlington OPCC to lead them forward in improving the experience of young adults in the justice system.

Continuing to advocate for diversion approaches

In October 2021, we launched a strategic partnership with the US-based community diversion programme the LEAD Bureau, to learn more about and promote their pre-arrest diversion model. The approach aligns with our desire to see people who face repeat contact with the criminal justice system due to unmet needs receive non-coercive support and avoid arrest. Over 100 delegates attended the launch event, and we had follow-up conversations with police forces, the NPCC and the Home Office about the model. We also held a roundtable for 20 senior civil servants from the Ministry of Justice, Home Office, Department of Health and Social Care and Ministry of Housing, Communities and Local Government to present the evidence around LEAD.

In March 2022, we hosted LEAD on a visit to meet police officers, policymakers and sector stakeholders in Blackpool, Merseyside, Leicestershire and London. We were delighted with the positive response to the LEAD model and follow up work is planned.

We also published an [evidence review](#) of practice and policy approaches (in the UK and internationally) that have been found to be effective in supporting people to move away from the cycle of crisis and crime and towards positive futures.

Outline of work for the next 12 months

We will begin to implement our new strategy, developing related proactive projects that will enable us to have an impact in these areas, and deliver new and current social enterprise projects that help us to build the evidence base and positively influence systems, services and discourse for the revolving doors group.

- We will continue to support the delivery of the Changing Futures programme through the evaluation and support contracts and input from the NECG.
- We will complete an NIHR-funded research project, in collaboration with the University of Lincoln, that seeks to build on staff and ‘service-user’ views and experience to develop healthcare indicators that support the probation service to meet people’s health and social care needs. We will also advocate for the recommendations of our Probation Inquiry to be implemented.
- We will use upcoming publications to share good practices and raise awareness of policy and practice issues that are preventing the revolving door group from fulfilling their ambitions. This includes a journal article on employment and training pathways for people experiencing multiple disadvantages, a book chapter on probation mental healthcare that was co-produced with two members, a literature review on social power in service provision, and two user research reports for HM Courts and Tribunal Service. The findings from our peer research project on cancer in prisons with King’s College London and the University of Surrey will also be launched at the House of Lords.
- We will work with our involvement consultants to support the Kantar Public-led independent evaluation of the Home Office’s Place-Based Accelerator to meaningfully involve people accessing the programme in the research, and provide wider input into the design and delivery of the evaluation. This project also provides an opportunity for us to learn more about different approaches to tackling drug-use, drug-related offending and drug-related deaths.
- We will continue our partnership with LEAD Bureau and aim to develop a small-scale initiative where their model can be tested in its purest form so that we can better understand how pre-arrest diversion can be implemented more widely in England and Wales, and to demonstrate the benefits of intensive, non-coercive support for people at risk or already in contact with the criminal justice system.
- We will launch and deliver our ‘Rethink and Reset’ project, which will bring together partners across academia, media, politics, the voluntary sector and business to discuss innovative propositions for systems change relating to criminal justice, poverty, housing, and racial disparities – amongst other issues. This will consist of think pieces, podcasts, and roundtables and will be complemented by a dynamic communications campaign. The project will enable us to influence parliamentarians on key issues and develop our media and public affairs profile.

- We will begin delivery of our Open Society Foundation-funded project, where we are seeking to work with local people and organisations to design and implement a participatory process for allocating resources to increase public safety in the city of Liverpool.
- We will develop evidence based guides to demonstrate how joint working and engagement can be encouraged between Health and Justice services and the newly formed Integrated Care Systems, on behalf of Clinks.
- We will refresh our lived experience membership, and identify partner organisations that can support us to identify a diverse array of individuals whose experience and expertise we can build upon. In addition, we will work to identify pathways to support members to progress into education, training and employment opportunities.
- Having successfully worked alongside the GMCA Integrated Rehabilitation Services (IRS) team, the lived experience team will begin a new project to undertake quality checks of their newly commissioned rehabilitative probation services.
- We will look to co-develop a new inquiry alongside our lived experience membership that supports the new strategic plan.
- Building on the success in the West Midlands, we will look to expand on the training provided to Integrated Offender Management teams, and to other police forces.
- We will work with Pro Bono Economics to explore the cost of people being caught in the cycle of crisis and crime, and the savings made from addressing needs and preventing reoffending.
- We will continue our new brand consolidation and refresh to ensure that all outputs and channels are consistent and recognisable, and build our organisational resilience and efficiency through a full process review and refresh.

Structure, governance and management

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.

Following a rebrand we have removed the term 'Agency' from our name, so all our internal and external communications now use Revolving Doors. Our registered name remains Revolving Doors Agency.

Recruitment, appointment and induction of trustees

The Board has the power to appoint additional trustees. Revolving Doors has developed role descriptions for chair, treasurer and standard board member roles. Recruitment is carried out by advertising, with support from recommendations 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 include the provision of up-to-date financial and other information about the charity, 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, based on headcount, averaged 14 during 2021/2022 (2020/2021: 12). Our staff are split into functional teams, reporting either directly or through line managers to the Senior Leadership Team. In 2021/22 we merged the research and policy functions, to create a joint policy, research and communication 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' remuneration policy, the Board takes into account all relevant factors and regularly reviews 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 are reviewed annually including reference to comparisons with similarly sized charities ensuring Revolving Doors remains competitive as an employer.

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' 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 across four categories (financial sustainability, organisational impact, reputation and compliance). The Board manages these actively through recurring and special focus items on the Board agenda. In September 2022 the Board and Senior Leadership Team carried out an externally facilitated Risk Review.

Financial sustainability

Failure to raise income; lack of cash flow. Both financial risks have been extremely low likelihood over the last few years but are monitored carefully as impact would be existential. Financial risks are monitored through quarterly management accounts, income target and pipeline reporting, plus annual reporting against quantitative and qualitative business plan targets. Financial sustainability will become a higher-likelihood risk over the coming 2-5 years as a result of shifts in long-term funder priorities and the impact of the cost of living crisis on both income and expenditure. This was discussed at the September 2022 risk review session and will be the focus of the Board's November 2022 Away Day.

Organisational impact

Failure to achieve impact due to a squeeze on charitable activities as a result of raising and delivering social enterprise. Low risk but potentially high reputational (and therefore financial) impact if not actively managed. Social enterprise work is well established all opportunities are assessed by the Senior Leadership Team for strategic relevance; Board interrogates this through quarterly pipeline and project assurance reporting.

Failure to achieve impact because of the current political climate. Judged an extremely likely risk at national level. As a result, we have targeted regional and local policy impact, although strong links to civil servants across Government have enabled us to continue to influence major Government programmes, for example, Changing Futures. Impact is monitored through the Chief Executive's report, policy and public affairs report, and project assurance reporting.

Reputation

High senior staff and Board turnover; lack of staff capacity to deliver funded projects resulting in poor quality or late projects, staff burnout and low morale, leading to staff losses and further capacity issues. Both risks have been likely and active in 2021/22. Both have short-term impact in terms of loss of institutional knowledge and external contacts. High Board turnover risks its impact to govern effectively. Frequent recruitment and induction divert resources from delivery, further exacerbating the capacity risk. The capacity risk is likely – partly due to our success at bringing in new projects – but has potentially serious financial and reputational impacts. The risks are largely managed at Senior Leadership Team

level in terms of managing recruitment and induction, and managing and monitoring staff capacity. We are planning a process refresh in 2021/22, which will include induction, handover and project management.

Lived experience members breaching benefit conditions as a result of payments from Revolving Doors. Likelihood has been downgraded to “possible but unlikely” due to the robustness of our processes. Benefits are the gateway to new member induction – we do not engage anyone until they have completed the process. However, reputational impact of a breach would be very serious – ethical and safe lived experience involvement is core to our reputation. We carry out regular auditing through Salesforce, plus an annual Board audit and external specialist review

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. In a small team without in-house legal or HR expertise and frequently working at capacity, both compliance risks are possible and would be potentially very serious, both financially and reputationally. We maintain separation of roles for financial processes in so far as it is possible in a small team. In addition, a full process refresh is planned for 2022/23. Board has oversight of policies and there is a regular policy review cycle. Gaps in in-house expertise are filled through associates (e.g. for HR and accounting) and trustees (legal). All staff receive safeguarding and data protection induction and annual refresher training. Safeguarding and data breaches are logged and reported to Board. To keep abreast of potential changes, staff monitor updates from Russell Cooke, Sayer Vincent, Unlock, NCVO, ACEVO and others, as well as through informal third sector peer networks.

(Post-)Covid pandemic related risks

An additional risk register was created in March 2020 to facilitate the management of risks related specifically to the Covid-19 pandemic. These included risks related to staff recruitment (likely as it is a challenge across the sector), wellbeing and motivation issues and damage to organisational culture and processes due to working from home and the subsequent adjustment to hybrid working, staff illness, and specific risks around the low take-up of vaccines amongst our members and in the revolving doors group more generally. Covid risks were brought back to Board as a standing item in 2021/22.

Financial review

Total income increased by 6% to £1,107,539 (2021: £1,041,635) driven by an increase in contract income to deliver charitable activity. Expenditure increased by 2% to £867,967 (2021: £848,762). As a result of this, the surplus for the year was £239,572 (2021: 192,873). The deficit on restricted reserves was £16,369 (2021: £68,257 surplus) leaving an unrestricted surplus of £255,941 (2021: £124,616).

The unrestricted surplus for the year provides Revolving Doors 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 the longer-term business plan. A significant proportion of budgeted income for the current financial year (2022/23) has been secured and this improved financial position gives us the opportunity to utilise unrestricted reserves to focus on achieving future targets beyond this 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 grantmakers that share our vision and have continued to back our work over the years. In 2021/22, we continued to access support from a number of our long-standing and much valued supporters and welcomed support from one new grantmaker.

Our fundraising strategy continues to balance grant and social enterprise income, to ensure that we are not over-reliant on a single income stream. In 2020/21 our social enterprise grew relative to grants, but continued to be well-balanced. We also aim to grow our income sources to decrease the risks associated with over-reliance on a small number of funders. Finally, we set targets around grant project size, aiming for multi-year, long-term support to protect staff capacity and reduce income generation costs.

Our grant income has decreased this year, from £579,199 in 2020/21 to £479,156. However, we have strong secured support for the coming financial year.

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

- The AB Charitable Trust
- 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
- National Lottery Community Foundation
- The Oak Foundation
- Open Society Foundation

We do not fundraise directly from the public and do not use any professional fundraisers or commercial participators. As a result, we are not registered with the Fundraising Regulator.

Reserves

The trustees consider it prudent to maintain the current level of reserves to ensure that Revolving Doors' 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' policy is to maintain unrestricted funds in reserves to manage cash flow and working capital, 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 and increased the policy to cover six months' running costs. The risk reserve requirement identified by trustees is £428,993. The current level of unrestricted reserves is £625,052 and represents nearly nine months' running costs. As noted above additional unrestricted reserves will be utilised to ensure the charity is able to meet operational targets in 2022/23.

The Trustees have continued to designate £60,000. This fund was established to support staff capacity and wellbeing during the Covid-19 pandemic. The effects of the pandemic continue to have an impact on our organisation and this fund will be used to support a new hybrid office environment, team building activities, staff development and recruitment of new staff members.

Trustees will review this reserve periodically and its use during 2022/23.

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 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, problematic substance use, 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 a 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 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 policymakers at a 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 on 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 support 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 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 2022 was 12 (2021: 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 25th October 2022 and signed on their behalf by

Sarah Payne CBE – Chair



Independent auditor's report to the members of The Revolving Doors Agency

Opinion

We have audited the financial statements of The Revolving Doors Agency (the 'charitable company') for the year ended 31 March 2022 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 2022 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.

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.

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 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. 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 (Senior statutory auditor)

7 November 2022

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 2022

	Note	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Income from:							
Charitable activities	2	752,821	354,512	1,107,333	640,616	400,049	1,040,665
Investments	3	205	-	205	970	-	970
Total income		753,026	354,512	1,107,538	641,586	400,049	1,041,635
Expenditure on:							
Fundraising activities	4	49,450	-	49,450	39,063	-	39,063
Charitable activities							
Policy	4	57,449	206,077	263,526	102,534	153,068	255,602
Lived experience	4	233,640	144,452	378,092	197,908	153,866	351,774
Research	4	156,546	20,352	176,898	177,465	24,858	202,323
Total expenditure		497,085	370,881	867,966	516,970	331,792	848,762
Net income for the year and movement in funds		255,941	(16,369)	239,572	124,616	68,257	192,873
Reconciliation of funds:							
Total funds brought forward		429,111	203,510	632,621	304,495	135,253	439,748
Total funds carried forward		685,052	187,141	872,193	429,111	203,510	632,621

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 2022

	Note	£	2022 £	£	2021 £
Fixed assets:					
Tangible assets	8		-		-
			-		-
Current assets:					
Debtors	9	231,628		135,373	
Cash at bank and in hand		972,945		664,134	
		1,204,573		799,507	
Creditors: amounts falling due within one year	10	332,380		166,886	
Net current assets			872,193		632,621
Net assets			872,193		632,621
The funds of the charity:	13a				
Unrestricted income funds:					
Designated funds		60,000		60,000	
General funds		625,052		369,111	
			685,052		429,111
Restricted funds			187,141		203,510
Total funds			872,193		632,621

Approved by the trustees on 25th October 2022 and signed on their behalf by

Sarah Payne CBE
Chair

The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2022

	2022		2021	
	£	£	£	£
Cash flows from operating activities				
Net cash provided by operating activities		308,605		336,735
Cash flows from investing activities:				
Investment income received	<u>206</u>		<u>970</u>	
Net cash provided by investing activities		206		970
Change in cash and cash equivalents in the year		308,811		337,705
Cash and cash equivalents at the beginning of the year		<u>664,134</u>		<u>326,429</u>
Cash and cash equivalents at the end of the year		<u>972,945</u>		<u>664,134</u>
Analysis of cash and cash equivalents		<u>972,945</u>		<u>664,134</u>
Cash at bank and in hand		<u>972,945</u>		<u>664,134</u>
(a) Cash flow provided by operating activities:				
Net movement in funds		239,572		192,873
Depreciation		-		537
Interest received		(206)		(970)
(Increase)/decrease in debtors		(96,255)		72,184
Increase in creditors		165,494		72,111
		<u>308,605</u>		<u>336,735</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.

1 Accounting policies (continued)

f) Depreciation

Items of equipment are capitalised where the purchase price exceeds £1000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

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

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

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

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

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
National Lottery Community Fund	-	76,577	76,577	-	84,708	84,708
Lankelly Chase Foundation	94,721	-	94,721	97,985	-	97,985
The Barrow Cadbury Trust	-	19,900	19,900	-	36,000	36,000
Open Society	-	14,712	14,712	-	-	-
Trust for London	-	-	-	-	-	-
Lloyds Bank Foundation	-	65,592	65,592	-	74,502	74,502
Esmée Fairbairn Foundation	-	108,018	108,018	54,366	94,110	148,476
John Ellerman Foundation	30,000	-	30,000	30,000	-	30,000
GMCA	-	29,140	29,140	-	-	-
University of Lincoln	-	2,160	2,160	-	3,000	3,000
King's College	-	5,476	5,476	-	-	-
City Bridge Trust	-	29,860	29,860	-	23,250	23,250
University of Newcastle	-	-	-	-	8,015	8,015
The Oak Foundation	-	-	-	-	76,263	76,263
Public Health England	-	3,000	3,000	-	-	-
Contract Income	628,100	-	628,100	458,165	-	458,165
Other income	-	77	77	100	201	301
Total	752,821	354,512	1,107,333	640,616	400,049	1,040,665

3 Income from investments

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Bank interest	205	-	205	970	-	970
Total	205	-	205	970	-	970

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2022

4a Analysis of expenditure (Current year)

	Charitable activities						2022 Total £	2021 Total £
	Fundraising £	Policy £	Lived Experience £	Research £	Governance costs £	Support costs £		
Staff costs (note 6)	34,784	134,566	206,792	117,327	21,499	51,547	566,515	546,562
HR services	-	-	-	-	-	17,887	17,887	21,067
Direct costs	-	72,220	84,107	10,100	-	-	166,427	164,594
Rent, rates and utilities	-	-	-	-	-	11,286	11,286	47,355
Consultant costs	-	-	-	-	-	35,298	35,298	7,271
IT support	-	-	-	-	-	9,172	9,172	8,099
Office equipment, stationery and services	-	-	-	-	-	7,781	7,781	7,411
Travel	-	-	-	-	-	1,563	1,563	144
Miscellaneous	-	-	-	-	-	33,785	33,785	31,152
Legal and professional fees	-	-	-	-	-	18,252	18,252	15,107
	34,784	206,786	290,899	127,427	21,499	186,571	867,966	848,762
Support costs	13,151	50,877	78,184	44,359	-	(186,571)	-	-
Governance costs	1,515	5,863	9,009	5,112	(21,499)	-	-	-
Total expenditure 2022	49,450	263,526	378,092	176,898	-	-	867,966	848,762
Total expenditure 2021	48,749	218,637	271,405	201,715	-	-	-	848,762

Expenditure on charitable activities was £818,516 (2021: £809,699) of which £447,635 (2021: £447,907) was unrestricted and £370,881 (2021: £331,792) was restricted.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2022

4B Analysis of expenditure (Prior year)

	Charitable activities						2021 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	546,562
HR services	-	-	-	-	-	21,067	21,067
Direct costs	-	22,188	110,045	32,361	-	-	164,594
Rent, rates and utilities	-	-	-	-	-	47,355	47,355
Consultant costs	3,371	-	-	-	-	3,900	7,271
IT support	-	-	-	-	-	8,099	8,099
Office equipment, stationery and services	-	-	-	-	-	7,411	7,411
Travel	-	-	-	-	-	144	144
Miscellaneous	-	-	-	-	-	31,152	31,152
Legal and professional fees	-	-	-	-	9,000	6,107	15,107
	28,241	179,850	276,022	148,213	32,955	183,481	848,762
Support costs	9,174	64,218	64,218	45,871	-	(183,481)	-
Governance costs	1,648	11,534	11,534	8,239	(32,955)	-	-
Total expenditure 2021	39,063	255,602	351,774	202,323	-	-	848,762

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2022

5 Net income for the year

This is stated after charging / (crediting):

	2022 £	2021 £
Operating lease rentals:	11,286	47,355
Depreciation	-	537
Auditor's Fees	8,000	7,500
	<u>11,286</u>	<u>47,355</u>

6 Staff and Trustees

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	502,485	471,271
Social security costs	32,991	45,384
Pension costs	31,039	29,907
	<u>566,515</u>	<u>546,562</u>

1 member of staff was in receipt of total employee benefits (excluding pension contributions and employers' NI contributions) exceeding £60,000 in the year (2021: None).

No Trustee received remuneration for services. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £Nil (2021: £Nil) incurred by no (2021: 0) trustees relating to attendance at meetings of the trustees.

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

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 £238,427 (2021: £233,771).

The average staff headcount during the year was as follows:

	2022 No.	2021 No.
	14	12

The split across activities during the year was as follows:

	2022 No.	2021 No.
Policy	4.0	3.0
Lived Experience	5.5	4.0
Research	2.0	2.5
Fundraising	0.5	0.5
Support staff (including governance)	2.0	2.0
	<u>14.0</u>	<u>12.0</u>

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2022

7 Related party transactions

There were no related party transactions in 2022 or in 2021.

8 Tangible fixed assets

Office
Equipment
£

Cost or valuation

At the start of the year

4,590

Disposals in year

(4,590)

At the end of the year

-

Depreciation

At the start of the year

4,590

Disposals in year

(4,590)

Depreciation for the year

-

At the end of the year

-

Net book value

At the end of the year

-

At the start of the year

-

9 Debtors

2022
£

2021
£

Trade debtors

155,626

73,992

Prepayments and accrued income

76,002

61,381

231,628

135,373

10 Creditors: amounts due within one year

2022
£

2021
£

Trade creditors

-

11,782

Taxation and social security

13,948

15,309

Accruals

22,722

34,696

Deferred income

258,511

79,093

Pension creditor

3,005

5,575

VAT

34,194

20,431

332,380

166,886

11 Deferred income

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

2022
£

2021
£

Balance at the beginning of the year

79,093

-

Amount deferred in the year

258,511

79,093

Released in the year

(79,093)

-

Balance at the end of the year

258,511

79,093

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2022

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

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	-	-	-	-
Net current assets	625,052	60,000	187,141	872,193
Net assets at 31 March 2022	625,052	60,000	187,141	872,193

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

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

13a Movements in funds (current year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2022 £
Restricted funds:					
Policy	150,123	211,299	(206,077)	-	155,345
Lived experience	40,672	135,577	(144,453)	-	31,796
Research	12,715	7,636	(20,351)	-	-
Total restricted funds	203,510	354,512	(370,881)	-	187,141
Unrestricted funds:					
General	369,111	753,027	(497,086)	-	625,052
Designated funds	60,000	-	-	-	60,000
Total general funds	429,111	753,027	(497,086)	-	685,052
Total funds	632,621	1,107,539	(867,967)	-	872,193

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

13b Movements in funds (prior year)

	At 31 March 2020 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2021 £
Restricted funds:					
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
Total restricted funds	135,253	400,049	(331,792)	-	203,510
Unrestricted funds:					
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
Total funds	439,748	1,041,635	(848,762)	-	632,621

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 £60,000 of general funds as at 31 March 2020 towards a fund to support staff well being as a result of the impact from the COVID-19 pandemic. Whilst it appears that the worst of the pandemic is over the implications for staff well being are likely to be present during the next 12 months and the funds remains in place.

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.