

Company no. 2845452  
Charity no. 1030846

**The Revolving Doors Agency  
Report and Financial Statements  
31 March 2011**



**sayer vincent**  
consultants and auditors

## The Revolving Doors Agency

### Reference and administrative details

For the year ended 31 March 2011

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**Company number** 2845452

**Charity number** 1030846

**Registered office and operational address** Units 28 & 29  
The Turnmill  
63 Clerkenwell Road  
LONDON  
EC1M 5NP

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

C Askew (resigned 16 November 2010)  
A Cohen (resigned 14 June 2010)  
J Fulton (resigned 14 June 2010)  
G Lashko Chair  
E Liberda-Moreni Treasurer  
N Maguire (appointed 14 June 2010)  
T MacInnes (appointed 18 January 2011)  
P Ryan  
D Walton  
J Weston  
D Williams (appointed 22 March 2011)

**Principal staff** Dominic Williamson Chief Executive

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

CAF Bank Limited  
Kingshill  
West Malling  
Kent  
ME19 4TA

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

**Auditors** Sayer Vincent  
Chartered Accountants and Statutory Auditors  
8 Angel Gate  
City Road  
London  
EC1V 2SJ

## The Revolving Doors Agency

### Chair's report

**For the year ended 31 March 2011**

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#### Working together for change

In our strategy, launched in April 2010, we set out our long-term vision and the five aims Revolving Doors Agency are working to achieve by 2015. The Trustees' report addresses that vision and sets out the progress we have made towards these aims in the first 12 months.

Usually when looking back over a whole year, it is a difficult to pick an occasion that perfectly sums up the work of Revolving Doors Agency. But our *Thinking Local* conference on 16 March 2011 at the QEII Centre in Westminster really was an ideal blend of the different strands of our work during this first year of our new strategy.

Run in partnership with the Government's Offender Health National Advisory Group, the event was primarily an opportunity to share the learning from projects in our National Development Programme with an invited audience of policymakers from Whitehall and Parliament. The keynote speeches were given by the Minister of State for Care Services, Paul Burstow MP, who has responsibility for offender health, and the new Chief Inspector of Prisons, Nick Hardwick. Delegates also had a chance to watch a series of photo-films and videos featuring, and produced by, members of our service user forum. In the workshops the delegates met frontline workers, commissioners and service users from different projects, sharing national and local expertise.

The event nicely encapsulated Revolving Doors' unique role in making the case for change for people with multiple problems in contact with the criminal justice system and in bringing national and local leaders together to explore solutions with people who have direct personal experience of the problems.

I'm convinced in the first year we have got off to a great start – not least in our work to change policy. The team has been working hard to influence the coalition Government's wide-ranging reforms across criminal justice, drugs, policing and health. To strengthen our case in a time of deficit reduction, we have developed a Financial Analysis Model that exposes the costs incurred to the public purse by our target group's repeated contact with the criminal justice system – and the potential savings that can be made if the right sort of help is provided. There have been some promising early signs that our messages have been getting through.

Our practical work on the ground continues too. This year marked the end of the three-year National Development Programme. Together these projects, and the other partnership services that we helped initiate, continue to help hundreds of women and men to turn their lives around. We were delighted that, with the backing of the London Housing Foundation, we were able to embark on a new round of projects in London. In April 2011, post financial year end, we learned the Esmée Fairbairn Foundation will be supporting us over the next two years to share the lessons from this work with local leaders all over the country. It is increasingly important that we are communicating directly with the commissioners and leaders in the criminal justice system, health and local government who can make change happen in their area.

Our National Service User Forum has gone from strength to strength this year. Many people have told me that the films and photo-stories produced by our forum members are inspirational. During the year we said thank you to a group of forum members who have supported our work for many years at a graduation ceremony.

## **The Revolving Doors Agency**

### **Chair's report**

#### **For the year ended 31 March 2011**

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So, a year later and much has been achieved: a new website, new relationships forged in government, new services launched and many more leaders and influencers are in touch via our re-launched e-newsletter.

The Board of Trustees also said goodbye and thank you to three long standing members, but are delighted to welcome three new trustees who bring a wide range of expertise and skills to the board.

It has been a promising year in many ways, but a difficult one too. Just before Christmas we heard we would lose our grant from the Department of Health in the coming year ahead. This is a big blow, but we're already preparing to look at how we can bring in a social enterprise element to our work to diversify our income in future years. The good news is that in anticipation of such difficulties, we built up enough reserves to ensure that we can keep the team together in the year ahead. In the medium-term, we will continue to depend on the support and commitment of the trusts and foundations that recognise the importance of our work. I am very grateful to them and to all of our patrons, partners and supporters who continue to back our work.

On behalf of the board, I'd like to say thank you to the staff, members of the forum and our regional advisers for all their hard work over the past year. One year into the strategy it really seems that together you have developed a momentum that will bring real change.

Gary Lashko  
Chair

## **The Revolving Doors Agency**

### **Report of the trustees**

#### **For the year ended 31 March 2011**

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The trustees present their report and the audited financial statements for the year ended 31 March 2011.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (SORP 2005).

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

The Revolving Doors Agency is a charitable company limited by guarantee, incorporated on 17 August 1993 and registered as a charity on 22 December 1993.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

#### ***Recruitment and appointment of Trustees***

The Board has the power to appoint additional Trustees. The Agency has detailed job descriptions for Board members in general, and for the Treasurer and Chair in particular. Recruitment is carried out by advertising, with support from personal recommendation where appropriate. The Agency endeavours through the recruitment methods adopted to reach groups of people who are under-represented in its employment, those who are members of the communities in which the Agency works, and those who can bring relevant skills and experience to the work of the Board.

#### ***Induction and training of Trustees***

The induction and training of Trustees includes the provision of up to date financial and other information about the Agency, as well as Charity Commission publications giving guidance on the role of trustees, a skills audit, and a meeting with the Chief Executive.

#### ***Organisational structure***

The Agency's (full-time equivalent) staff averaged eight during 2009/10 and currently numbers nine. Staff work within project teams, reporting either directly or through line managers to the Senior Management Team. The Chief Executive, who is part of the Senior Management Team, is accountable to the Agency's Board of Trustees.

We engage a team of consultants, including our Regional Advisers, who deliver our work across the country and on a number of other projects.

#### ***Risk management***

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

The Trustees prioritised the following areas of external risk as they restructured the organisation with a tighter focus on influencing policy, commissioning and implementation:

- The impact of the downturn in the economy and its influence on independent and, in particular, public sector funding. This could affect not only the Agency's potential to raise funds for its own future operations, but also the extent to which resources are available for public sector commissioning and service delivery.

## **The Revolving Doors Agency**

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#### **For the year ended 31 March 2011**

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- The impact of a change in government, deficit reduction programmes and changes in national policy with respect to criminal justice and the treatment of offenders and how this will impact in terms of local commissioning practice.

While both of the above issues create opportunities for Revolving Doors Agency, they also constitute the key areas of risk and will be carefully monitored and responded to during the coming year. Additionally, Trustees sought to address a key internal risk:

- Consolidating and retaining an effective team to deliver the necessary impact in influencing policy, commissioning and service delivery, while sustaining a small voluntary organisation at a time of considerable uncertainty.

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

#### **Objectives**

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

#### **Public Benefit**

The Trustees are aware of the need to ensure that the objects, aims and activities of the Agency comply with Charity Commission guidance on public benefit and have taken due account of this guidance. As the following section explains, they have undertaken in the past year a comprehensive review of the charity's aims and how best these can be achieved. As a result, action has been taken to strengthen the capacity of the Agency to meet developing needs amongst the 'revolving door' target group.

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

Our work seeks to improve the lives of this group in a number of ways. In the longer term we are seeking fundamental reform of policy that will deliver change across the country. To this end our strategy is focused on building understanding and political commitment among leaders at national and local level. We also have a more direct impact in the local areas in which we work. Through our development and partnership programmes we bring about change in services that have an immediate impact on the individuals using them. Our involvement of people with direct experience of the issues we are tackling has a dual impact. Through their participation forum members improve their skills, confidence and social networks, all of which helps in their recovery and reintegration into communities. At the same time they bring a powerful additional voice to our work to influence policy, giving politicians and officials the opportunity to explore directly what is and isn't working and how things can be made better.

We give examples of the impact we are having under each of our strategic aims below.

## **The Revolving Doors Agency**

### **Report of the trustees**

**For the year ended 31 March 2011**

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

#### **Strategic aims**

In April 2010, we set out five strategic aims as interim goals towards achieving our vision. A detailed description of each aim can be found on our website in our downloadable strategic plan, but they are summarised below for easy reference.

#### **Aim 1: Winning political commitment**

At a national level we will build a greater understanding of the social, economic and moral case for change with the government after the general election. We will set out what is needed on the ground and how this might be achieved. Ultimately we would want to see ministers across all departments working together to achieve a truly joined-up plan of action with backing from the Prime Minister.

#### **Aim 2: Involving people with direct experience**

Whereas our first strategic aim takes a necessary “top-down” approach, we also know that change can be a user or customer-led process. Over the next five years we want to see how a service user involvement approach could also be applied in local areas to stimulate change for our group. We will take this principle and test out ways that this could work on the ground, starting with areas that are open to this approach.

#### **Aim 3: Improving frontline responses**

Members of our service user forum remind us that their experience, positive or negative, comes from their interaction with frontline services. While changes in policies, targets, commissioning and partnerships are vital, improvements can be achieved by changing behaviours, cultures and practices in existing frontline services. We will work with partners to understand the blockages to effective working and how these can be overcome through leadership, management, training and changes in standards and expectations.

#### **Aim 4: Support local leadership**

All of these strands of work will be informed and enhanced by our continuing partnership and development work across the country. We will draw out and promote the lessons from our existing National Development Programme and deliver a second phase of projects to show how innovative partnership approaches can make systems and services work better. Our work as independent experts, working alongside a wide range of local and regional commissioners and service providers, will continue to deepen our awareness of the pressures, priorities and professional boundaries that can determine where and how services are delivered. Our work with partners to improve services will directly impact on people with multiple needs at different stages of the criminal justice system, changing lives and reducing crime.

## The Revolving Doors Agency

### Report of the trustees

For the year ended 31 March 2011

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#### **Aim 5: Building a stronger organisation**

To achieve all this we will continue to transform ourselves, building on the restructuring that has happened over the past year. We work in a complex, fast-changing and challenging arena and we will need to expand and support the development of skills and knowledge among our central team, make the most of our expert associates and ensure that our finances, governance and support systems are fit for the future.

To build the momentum in this strategy we will make significant improvements to our communications capacity. We will develop and launch a new website that will allow us to communicate effectively with our various stakeholders and enable our different networks to communicate with each other in an on-line community. We will step up our work to get our case for change into the media where this will help drive our strategic aims, including giving voice to the members of our service user forum.

We will continue to work with our network of patrons, funders and supporters, making the most of their expertise, contacts and willingness to speak out on our behalf.

#### **2010 - 2011: A year in review**

We have now completed the first year under our new strategy and have made significant inroads towards achieving our aims. Here are just some of our key successes from the past 12 months, organized under each strategic aim.

##### **Aim 1**

**Win political commitment – Political leaders in central and local government and in opposition understand the case for reform and implement an effective policy framework. We will make a strong economic case demonstrating the savings that can be achieved through effective interventions.**

Last year was a pivotal year in politics, with the General Election leading to the formation of the coalition government. Before the election we sent our *Case for Change* pamphlet to every parliamentary candidate from the main political parties across England. Our key message was that a new government could save millions of pounds and make communities safer by ensuring every area has better coordinated services for people caught in the downward spiral of multiple needs, crime and prison.

To strengthen this message in the difficult economic circumstances we started work on a new financial analysis model with initial funding from the Department of Health. This aimed to expose the savings that could be made when interventions occurred at different stages of the criminal justice system. In January 2011 we received funding from the Corston Coalition to develop a women-specific version of the model.

This financial analysis model is already helping us to influence policy. Following the launch of Counting the Cost, the report on this women focused financial model, we were invited to meet with officials from the Ministry of Justice and NOMS to explore how our findings might help in the future commissioning of womens centres across the country.

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Over the year we worked hard to influence a wide range of policy agendas. While the government's Coalition Agreement made clear that reducing the deficit was the top priority, it also announced a wide range of other reforms relevant to our work. In June, the Secretary of State for Justice Ken Clarke made a speech setting out plans for a 'rehabilitation revolution'. At his speech Dominic Williamson, our chief executive, gained a commitment from him that the reforms would focus on people with multiple problems and would take a cross-departmental approach.

We issued a press release that day saying that a new approach to multiple needs is needed if the cycle of crisis, crime and reoffending is to be broken. This was picked up by The Independent and Channel 4 News. Jon Snow interviewed our forum member Danny Mitchell live that evening about what the plans meant to him.

During the summer we prepared a briefing which considered how the Government's key principles relate to the challenges facing the revolving doors group. With that in hand, Anna Page, our senior policy officer, and Dominic headed to the Conservative and Liberal Democrat party conferences. We took part in wide range of fringe and roundtable events, meeting ministers and other senior politicians, including prisons minister Crispin Blunt and work and pensions minister Chris Grayling.

Over the autumn we responded to Government consultations on policing, welfare, drugs and health reform as well as meeting ministers and officials developing the government's criminal justice green paper. As policy announcements were being made we were encouraged by signs that our key messages were being understood within the new government. The Coalition's drugs strategy, for example, published in December 2010, covered all of the key recommendations in our response to the consultation.

Our objective ahead of the publication of the green paper was to ensure that it took into account the needs of the revolving doors group. When the government's *Breaking the Cycle* green paper was published we were pleased to see that it explicitly recognised that: "A significant proportion of crime is committed by offenders who have multiple problems." Our response to the green paper consultation set out how the government can only achieve a "rehabilitation revolution" by ensuring that every community can offer services that work holistically with people with multiple needs. We said that effective routes to this support are needed from every police station, court, probation service and prison. We will continue to press this message, looking to align it with the government's focus on payment by results mechanisms and focusing on the promised national roll out of criminal justice liaison and diversion services.

While we were pleased to see that the needs of people with multiple problems was gaining increasing recognition across a number of policy areas, our long term policy goal is to get a cross departmental strategy with backing from the Prime Minister himself. To achieve this we established a new joint programme of work with MEAM, the Making Every Adult Matter coalition comprising Drugscope, Homeless Link, Clinks and Mind. Together we ran a series of evidence seminars bringing together politicians and officials from across Whitehall, service practitioners and service users to develop a new Vision Paper on multiple needs, which we will publish in September 2011. The Prime Minister's policy adviser Oliver Letwin MP has already agreed to speak at the launch.

## The Revolving Doors Agency

### Report of the trustees

#### For the year ended 31 March 2011

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##### **Aim 2**

##### **Involve people with direct experience – People with experience of multiple problems and the criminal justice system are engaged in improving local services and national policy.**

Our work to involve people with direct experience of the issues we are tackling went from strength to strength during the year. Our quarterly national service user forum meetings and our young people's forum meetings give us regular opportunities to ensure that all our work is based on the reality of people's lives.

Over the year we facilitated a wide range of meetings between members of the forum and policymakers. Following successfully lobbying for service user involvement, we set up the Health and Criminal Justice Service User and Carer Advisory Panel in partnership with Rethink. Its role is to inform the government's programme board which is implementing the recommendations from Lord Bradley's report on people with mental health problems and learning disability in the criminal justice system. Through the panel twelve of our own forum members are involved in directly advising officials at the Department of Health responsible for implementing specific recommendations.

In June, two members attended the Mental Health and Criminal Justice Third Sector Liaison forum at the House of Lords on the future of criminal justice liaison and diversion services. Members of both houses in Parliament heard our message about the need to make sure that these services focus on people with multiple needs as well as those with severe mental illness.

In October, four forum members appeared as witnesses before the Justice Select Committee. They spoke to the committee about their experiences with the probation service, what they found worked and what didn't, and what the role of probation should be. Six forum members also met with the team from the Ministry of Justice responsible for writing the green paper 'Breaking the Cycle'. The forum has also fed into all Revolving Doors' responses to various other Government consultations.

Members of the forum tell powerful stories about how getting the right sort of help transformed their lives. In August we arranged with multimedia company DuckRabbit to offer a three-day course on how to use photo-films to tell a story or portray a message. Eight of our forum members took part, producing three high quality photo-films. We were deeply moved by the films they produced. More forum members went on a week's intensive video training in Wolverhampton in February. Led by accredited BBC trainer Bob Walters, the team learned camera, lighting, sounds and editing skills and produced three short films during that time. The videos and photo-films can be seen on our website.

We are keen to encourage others to involve service users in improving services. We were therefore pleased to be commissioned by Clinks, an umbrella for charities working with offenders, to write a guide for those working in the criminal justice system on how to achieve effective service user involvement. Tina Braithwaite, our Director of Service user Involvement, Terry Murtagh, our Service User Involvement Co-ordinator and forum members Colin Burns, Danny Mitchell and Kieran Payne, developed the guide.

In September we held a graduation ceremony for our outgoing forum members. These members have moved on with their lives, so no longer met our criteria for membership. We marked the occasion by presenting them with a plaque and certificate. We would like to thank them for their important contribution to the organisation over the past number of years.

## The Revolving Doors Agency

### Report of the trustees

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#### **Aim 3**

**Improve frontline responses – Leaders, managers and frontline workers in the criminal justice system and public services promote a culture of inclusion and partnership.**

Improving frontline responses is a new area of work for us and arose from consultation with our service user forum who told us that the responses they receive from professionals on a day to day basis is critical to their successful engagement with services.

Sarah Anderson, our development officer, started our work in this area with a literature review to help inform our work. The review, which we will publish in November 2011, explores the multiple factors – personal, organisational, structural and systemic – that contribute to a poor frontline service response to adults with multiple needs in contact with the criminal justice system. The areas explored in detail include poor inter-agency working, negative staff attitudes towards working with this group, problematic client behaviour, the impact of gate-keeping limited resources and the delicate balance between care and control. This review will provide the evidence base for the development of our aim 3 programme.

We are a member of the Transition to Adulthood Alliance (T2A), a coalition of 14 criminal justice organisations working to improve the opportunities and life chances of young people who are at risk of committing crime and falling into the criminal justice system. Young adults aged 18-24 account for a tenth of the population yet are a third of those sentenced to prison each year.

As part of our work with the T2A, we launched two guides designed to improve frontline services and commissioning practice for young adults with multiple needs. *Aiming Higher* is a good practice guide to working with young adults with multiple needs and *Towards a Shared Future* is the accompanying commissioning guide. We were delighted when forum member Tafarai Franklyn-Brown, who contributed to *Aiming Higher*, wrote an excellent comment piece for the *Guardian* on why services need to change. Both guides have been widely disseminated since their publication and both have been cited by the alliance in consultation responses to the Ministry of Justice and the Sentencing Council.

#### **Aim 4**

**Support local leadership – Local leaders and commissioners across criminal justice, health, housing, social care, substance misuse and other sectors work together to improve outcomes.**

Last year saw the successful completion of our National Development Programme (NDP) which ran between 2007 and 2010. This established a network of nine projects across England and Wales to test out a range of approaches to working with people with common mental health problems and multiple needs in contact with the criminal justice system.

Through the NDP, we have worked with over 100 partners to develop services that offered direct support to over 1,000 people with multiple needs in contact with the criminal justice.

Independent evaluation of the programme by the Centre for Public Innovation found that our role as a catalyst for developing local projects was essential, with stakeholders reporting that the initiatives would not have taken place without our involvement. Both the independent evaluation of this work, and *Thinking Local*, a summary of our key learning, are available on our website have been widely disseminated.

## **The Revolving Doors Agency**

### **Report of the trustees**

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The findings from the programme have been presented at a series of external events this year including a conference in partnership with Local Government Improvement and Development, the NACRO mental health and criminal justice conference and an event organised by the National Policing Improvement Agency.

In March we ran a national conference at the QEII centre in Westminster with financial support from the Department of Health and in partnership with the government's health and criminal justice National Advisory Group. This "*Thinking Local*" event brought together 200 invited delegates including parliamentarians and senior policymakers from across Whitehall, frontline practitioners, commissioners and service users.

We were pleased to welcome Paul Burstow MP, Minister of State for Care Services, and Nick Hardwick, the new Chief Inspector of Prisons, as our keynote speakers. The event included 12 workshops, showcasing innovative partnerships from our NDP projects, as well as workshops from Together, Centre for Mental Health and St Mungo's. Feedback showed delegates enjoyed the event: 95.5% of surveyed attendees rated the conference as 'very good' or 'excellent' for networking and 72.7% rated it as 'very good' or 'excellent' for sharing information.

Other work under this aim included our families project. People caught in the revolving door of crisis and crime have often lost effective contact with support networks. This year we neared completion of a three-year research and development programme exploring approaches that would strengthen the family relationships and social networks of adults with multiple needs. This involved work with a number of partners including St Mungo's, PLIAS and the Thames Valley Partnership.

With St Mungo's, we completed a piece of development work entitled *Missing Families*, which focussed on the family-related needs of homeless women. This work informed the development of St Mungo's women's strategy and contributed to building the case for a large successful bid to enable them to take forward this work.

PLIAS is a black and minority ethnic (BME) led resettlement organisation working with offenders in North West London on release from prison. Most of its work focuses on accommodation, training and employment. Family work had not previously been an area of focus for PLIAS. Our work with them focussed on the need to develop capacity within their own organisation, forge links with potential statutory and voluntary organisations in their area that could provide a service to BME families and build relationships with faith groups. The work led to the establishment of a peer support group around family problems.

Lastly, our partnership work with the Thames Valley Partnership (TVP) focused on the support needs of offenders and their families. Following the publication of a research report on this subject, we worked with TVP on a conference to disseminate findings and showcase good practice in building links between children's services and services for offenders. 70 people working in criminal justice agencies and children's services attended this event and follow-up support will be offered in up to 10 areas to help improve practice in working with offenders and families.

## **The Revolving Doors Agency**

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##### **Aim 5**

**Build a stronger organisation – Revolving Doors Agency has the resources, skills and support necessary to influence change within a sustainable business model.**

This aim is about making sure Revolving Doors is as effective as it can be in achieving our mission and delivering our new five year strategy.

A key priority was strengthening our communications capacity to allow us to engage with wider audiences. In April 2010 we took a major step forward through the launch a completely new website [www.revolving-doors.org.uk](http://www.revolving-doors.org.uk). Greatly improved functionality means we can now update the site remotely, stream video and will soon start to run discussion forums on it. Since it launched the new site has been visited by 18,915 unique visitors (to end of March 2011).

We also relaunched our e-newsletter last November and have built a new contacts database. We set up a Twitter account and by March 2011 had over 650 followers. We also have a Facebook page, a LinkedIn profile and a YouTube channel.

There were a number of staff changes in the year. Anna Page returned from her secondment at the Cabinet Office in April 2010 to the position of senior policy officer, and Sarah Anderson, who had been covering her position, was appointed as development officer. In July 2010, Holly Howe joined the team as the communications and fundraising manager. Emily Anderson also joined us for four months to help organise our conference, and in March 2011, Mark Breedon started as interim financial controller, replacing Rosie Ong, who moved back to Malaysia. A full list of our staff, associates, trustee and patrons can be found on our website.

##### **Outline of work for next 12 months**

Our five strategic aims, and the objectives we have set out to achieve them, form the basis of our annual operational plans. Here we set how we will take forward this plan during 2011-12.

**Aim 1: Win political commitment – Political leaders in a new government and in opposition understand the case for reform and then implement an effective policy framework.**

We will focus on influencing the development and implementation of the Government's rehabilitation revolution, building on the potential for reform in the criminal justice system, health and drugs to improve responses to our target group. We are already involved in the debate around 'payment by results' and will continue to seek to influence this agenda.

We will continue to develop our Financial Analysis Model in preparation for the next stage of it being peer reviewed. We will also launch our Vision Paper in partnership with the MEAM coalition and start our campaign to gain political understanding and support for cross-government policy on multiple needs.

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#### **Aim 2: Involve people with direct experience – People with experience of multiple problems and the criminal justice system are engaged in improving local services and national policy.**

We will continue to link our forum members to national policy makers and develop a new programme with our forum to empower service users to influence decision makers at a local level. We are in the process of developing online discussion boards on our website to allow greater interaction and support between the forum members.

A team of forum members will be evaluating five projects around the country that provide interventions for people with mental health issues in the criminal justice system, funded by the Trusthouse Charitable Foundation.

We will provide further training and development to the members of our forum to enable them to share their experiences in more creative and accessible ways.

#### **Aim 3: Improve frontline responses – Leaders, managers and frontline workers in the criminal justice system and public services promote a culture of inclusion and partnership.**

We have undertaken a literature review of the available evidence around the factors influencing frontline response to the revolving doors group and will develop a new programme of activity to take this aim forward working with relevant partners. We will also continue to work as part of the Transition to Adulthood Alliance.

#### **Aim 4: Support local leadership – Local leaders and commissioners across criminal justice, health, housing, social care, substance misuse and other sectors work together to improve outcomes.**

In January 2011 we secured support from the London Housing Foundation to run three projects in London over the next two years. Scoping work has already started for this. In April 2011, we also received funding from the Esmée Fairbairn Foundation to run SPARK – our new programme of dissemination, which builds on the learning from the national development projects. We will continue to support the active NDP projects including the personalisation project which has recently started in HMP Everthorpe in Yorkshire and Humber region, and a new project at HMP Norwich in partnership with Age UK, NHS Norfolk and the prison.

#### **Aim 5: Build a stronger organisation – Revolving Doors Agency has the resources, skills and support necessary to influence change within a sustainable business model.**

In the year ahead, we will be adapting to the loss of our grant from the Department of Health. We have started preparing to be able to bid for and deliver work on a commercial basis in order to diversify our income and to enable us to take advantage of potential opportunities to work in new ways to achieve our mission. The board will consider an outline business plan in September 2011.

We will continue to build our capacity to influence decision makers at national and local levels by investing in our communications and knowledge management systems. We will expand our contacts database of local leaders in health, criminal justice and related fields and identify new ways of communicating with them. We will target influential new audiences such as GP commissioning consortia, directors of public health and police and crime commissioners.

## **The Revolving Doors Agency**

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#### **A Thank you to all of our funders**

We rely on the commitment and support of the foundations and trusts that share our vision and have continued to back our work over the years. We offer our gratitude to the trustees and staff at:

The AB Charitable Trust  
The Barrow Cadbury Trust  
The Big Lottery Fund  
The Corston Independent Funders' Coalition  
Department of Health S64  
The Esmée Fairbairn Foundation  
The Henry Smith Charity  
The LankellyChase Foundation  
The Lloyds TSB Foundation  
The London Housing Foundation  
The Monument Trust  
Paul Hamlyn Foundation  
The Pilgrim Trust  
Trust for London  
Trusthouse Charitable Foundation  
The Tudor Trust  
Waitrose Community Matters

#### **Patrons**

We also rely on the commitment and support of our Patrons who work hard to promote our work We offer our gratitude and thanks to our Patrons:

- Ian Bynoe, Former Acting Deputy Chair, Independent Police Complaints Commission
- His Honour Judge Fabyan Evans
- Rose Fitzpatrick, Acting Assistant Commissioner, Metropolitan Police
- Professor John Gunn, Professor of Forensic Psychiatry
- Rt Hon. Hilary Armstrong, Former Member of Parliament for North West Durham
- Bharat Mehta OBE, Chief Executive, Trust for London
- Lord David Ramsbotham GCB CBE, Former Chief Inspector of Prisons
- Dru Sharpling CBE, London Director, Crown Prosecution Service
- Joe Simpson, Consultant
- Ann Windiate, Former Chief Executive, Medway Social Services
- Peter Wrench, Consultant and Writer, former Prison Service and Home Office Director

## **The Revolving Doors Agency**

### **Report of the trustees**

**For the year ended 31 March 2011**

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

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the net income or 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
- make judgments and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards (United Kingdom Generally Accepted Accounting Practice) have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 the financial statements may differ from legislation in other jurisdictions.

Each of the trustees confirms that to the best of his/her knowledge there is no information relevant to the audit of which the auditors are unaware. Each of the trustees also confirms that he/she has taken all necessary steps to ensure that he/she is aware of all relevant audit information and that this information has been communicated to the auditors.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2011 was 7 (2010 - 8). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

## **The Revolving Doors Agency**

### **Report of the trustees**

#### **For the year ended 31 March 2011**

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#### **Financial Review**

##### **Review of results**

Revolving Doors Agency raised a total of £1,055,414 in the year ended 31 March 2011, principally by:

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

This is a year on year reduction of 24.7% when compared to the year ended 31 March 2010.

Total expenditure for the year was £987,005, a decrease of 15.5% on expenditure in the year to 31 March 2010.

The reduction in income mainly reflects the decrease in voluntary income, and resources secured from charitable activities.

The reduction in expenditure primarily reflects the measures taken in the year to reduce operating costs, and to cease activities where funding is no longer received.

Despite the challenging financial environment in which we are working, the agency managed through tight financial management and budgeting to ensure there was a small surplus during the period of £68,409, representing 6.5% of turnover.

The full results for the year are set out in the Statement of Financial Activities on pages 20 and the financial position at 31 March 2011 is shown on the Balance Sheet on page 21.

##### **Reserves**

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

At 31 March 2011 the free reserves amounted to £509,463, just under 6 months of running costs. Given the uncertainty in the economy and withdrawal of central government grant of £150,000 in 2011/12 the Trustees see it as prudent to maintain the current level of reserves to ensure that RDA's work does continue into the future. Securing alternative funding takes time and resources and it is important that these reserve levels are maintained. Some of these free reserves will be used to support projects in the 2011/12 financial year.

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

##### **Investment policy**

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

## **The Revolving Doors Agency**

### **Report of the trustees**

**For the year ended 31 March 2011**

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#### ***Future funding***

The Agency has been fortunate in obtaining pledges of funding support that will contribute towards its operating costs in 2011/12. Further funding needs to be secured to maintain activity and influence in future years, but the Trustees are confident that the management of the organisation has a strategy to ensure these costs are met, with the support of voluntary funders in the future.

#### **Auditors**

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

Approved by the trustees on 20 September 2011 and signed on their behalf by

Gary Lashko - Chair

## **Independent auditors' report**

**To the members of**

### **The Revolving Doors Agency**

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We have audited the financial statements of The Revolving Doors Agency for the year ended 31 March 2011 which comprise the statement of financial activities, balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of trustees and auditors**

As explained more fully in the Statement of the Trustees' Responsibilities set out in the trustees' 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.

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

#### **Scope of the audit of the financial statements**

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

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2011 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion 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.

**Independent auditors' report**

**To the members of**

**The Revolving Doors Agency**

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; 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.

*Catherine L Sayer (Senior statutory auditor)*

*21 September 2011*

*for and on behalf of Sayer Vincent, Statutory Auditors*

*Sayer Vincent, 8 Angel Gate, City Road, LONDON EC1V 2SJ*

## The Revolving Doors Agency

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

For the year ended 31 March 2011

	Note	Restricted £	Unrestricted £	2011 Total £	2010 Total £
<b>Incoming resources</b>					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	-	478,204	<b>478,204</b>	641,025
Bank interest		-	9,904	<b>9,904</b>	4,930
<i>Incoming resources from charitable activities</i> 3					
Development and partnership		350,670	-	<b>350,670</b>	507,394
Families and social networks		-	-	-	52,500
Service user involvement		86,430	-	<b>86,430</b>	32,480
Policy		41,000	-	<b>41,000</b>	64,092
Other programmes		-	-	-	2,500
<i>Other incoming resources</i>		-	89,206	<b>89,206</b>	96,040
<b>Total incoming resources</b>		<b>478,100</b>	<b>577,314</b>	<b>1,055,414</b>	1,400,961
<b>Resources expended</b> 4					
<i>Costs of generating funds:</i>					
Costs of generating voluntary income		-	45,083	<b>45,083</b>	52,454
<i>Charitable activities</i> 7					
Development and partnership		289,110	173,270	<b>462,380</b>	638,383
Families and social networks		17,856	19,222	<b>37,078</b>	54,065
Service user involvement		78,644	32,529	<b>111,173</b>	98,123
Policy		49,914	168,652	<b>218,566</b>	197,298
Other programmes		-	-	-	2,500
<i>Governance costs</i>		-	39,370	<b>39,370</b>	37,364
<i>Other resources expended</i>		-	73,355	<b>73,355</b>	83,815
<b>Total resources expended</b>		<b>435,524</b>	<b>551,481</b>	<b>987,005</b>	1,164,002
<b>Net incoming resources before transfers</b>	5	<b>42,576</b>	<b>25,833</b>	<b>68,409</b>	236,959
<b>Net incoming resources before other recognised gains and losses</b>		42,576	25,833	<b>68,409</b>	236,959
<b>Net income for the year</b>		<b>42,576</b>	<b>25,833</b>	<b>68,409</b>	-
<b>Net movement in funds</b>	12	42,576	25,833	<b>68,409</b>	236,959
<b>Reconciliation of funds</b>					
Total funds brought forward		115,284	483,630	<b>598,914</b>	361,955
<b>Total funds carried forward</b>		<b>157,860</b>	<b>509,463</b>	<b>667,323</b>	598,914

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 12 to the financial statements.

## The Revolving Doors Agency

### Balance sheet

As at 31 March 2011

	Note	£	2011 £	2010 £
<b>Fixed assets</b>	8		<b>6075</b>	-
Tangible assets				
<b>Current assets</b>				
Debtors	9	<b>169,780</b>		268,694
Short-term deposits		<b>301,726</b>		453,389
Cash at bank and in hand		<b>466,417</b>		282,201
		<b>937,923</b>		1,004,284
<b>Liabilities</b>				
Creditors: amounts due within one year	10	<b>276,675</b>		405,370
<b>Net current assets</b>			<b>661,248</b>	598,914
<b>Net assets</b>	11		<b>667,323</b>	598,914
<b>The funds of the charity</b>	12			
Restricted funds				
In surplus			<b>157,860</b>	115,284
Unrestricted funds				
General funds			<b>509,463</b>	483,630
<b>Total charity funds</b>			<b>667,323</b>	598,914

Approved by the trustees on 20 September 2011 and signed on their behalf by

Gary Lashko Chair of the Trustees

## The Revolving Doors Agency

### Notes to the financial statements

For the year ended 31 March 2011

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#### 1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2005).
- b) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable.
- c) Revenue grants are credited to the statement of financial activities when received or receivable, whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.

- d) 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.
- e) Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
- f) Costs of generating funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

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

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

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

Costs of generating voluntary income	11.2%
Charitable activities	74.8%
Governance costs	3.2%
Other resources expended	<u>10.8%</u>
	<u><u>100.0%</u></u>

## The Revolving Doors Agency

### Notes to the financial statements

For the year ended 31 March 2011

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#### 1. Accounting policies (continued)

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

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

Equipment	3 years
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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.

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

#### 2. Voluntary income

	Restricted	Unrestricted	2011 Total	2010 Total
	£	£	£	£
Donations	-	2,704	<b>2,704</b>	1,025
The Tudor Trust	-	47,500	<b>47,500</b>	30,000
Trust for London	-	21,000	<b>21,000</b>	30,000
Offender Health	-	192,000	<b>192,000</b>	300,000
The Barrow Cadbury Trust	-	5,000	<b>5,000</b>	-
The Henry Smith Charity	-	-	-	30,000
The Pilgrim Trust	-	30,000	<b>30,000</b>	30,000
The LankellyChase Foundation	-	30,000	<b>30,000</b>	30,000
The Monument Trust	-	150,000	<b>150,000</b>	150,000
Esmée Fairbairn Foundation	-	-	-	30,000
The AB Charitable Trust	-	-	-	10,000
Total	-	478,204	<b>478,204</b>	641,025

## The Revolving Doors Agency

### Notes to the financial statements

For the year ended 31 March 2011

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#### 3. Incoming resources from charitable activities

	Restricted £	Unrestricted £	2011 Total £	2010 Total £
The Barrow Cadbury Trust	2,000	-	<b>2,000</b>	47,608
Big Lottery Fund	141,254	-	<b>141,254</b>	100,394
Communities & Local Government	89,000	-	<b>89,000</b>	267,000
Department of Health	23,291	-	<b>23,291</b>	40,000
The London Housing Foundation	45,000	-	<b>45,000</b>	-
The Corston Ind. Funders' Coalition	7,500	-	<b>7,500</b>	-
Clinks	10,000	-	<b>10,000</b>	-
Esmée Fairbairn Foundation	-	-	-	30,000
Trusthouse Charitable Foundation	11,250	-	<b>11,250</b>	-
NEPHO	10,000	-	<b>10,000</b>	-
Safer Milton Keynes	3,125	-	<b>3,125</b>	-
Friends Provident Foundation	-	-	-	16,484
HM Prison Service	-	-	-	20,000
Homeless Link	-	-	-	3,480
The Lloyds TSB Foundation for England and Wales	39,000	-	<b>39,000</b>	50,000
National Probation Service	1,500	-	<b>1,500</b>	2,500
Paul Hamlyn Foundation	65,180	-	<b>65,180</b>	29,000
The Tudor Trust	-	-	-	52,500
The Henry Smith Charity	30,000	-	<b>30,000</b>	-
Total	<u>478,100</u>	<u>-</u>	<u><b>478,100</b></u>	<u>658,966</u>

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2011

4. Total resources expended

	Cost of generating funds	Development and partnership	Families and social networks	Service user involvement	Policy & Communication	Governance costs	Other costs	Support costs	2011 Total	2010
	£	£	£	£	£	£	£	£	£	£
Staff Costs	28,912	78,985	12,575	57,708	125,067	20,232	58,205	72,070	<b>453,754</b>	372,923
Payments to partner agencies, associates, consultants & contractors	374	308,843	19,531	-	11,638	5,000	-	-	<b>345,386</b>	603,976
Communication & Travel	62	15,802	280	8,160	51,618	1,500	-	8,621	<b>86,043</b>	71,017
Service user involvement	-	158	-	31,164	2,441	196	-	-	<b>33,959</b>	35,751
Office & Professional Costs	23	80	-	73	144	7,953	-	59,590	<b>67,863</b>	80,335
	29,371	403,868	32,386	97,105	190,908	34,881	58,205	140,281	<b>987,005</b>	1,164,002
Support costs	15,712	58,512	4,692	14,068	27,658	4,489	15,150	(140,281)	-	-
<b>Total resources expended</b>	<b>45,083</b>	<b>462,380</b>	<b>37,078</b>	<b>111,173</b>	<b>218,566</b>	<b>39,370</b>	<b>73,355</b>	<b>-</b>	<b>987,005</b>	<b>1,164,002</b>

## The Revolving Doors Agency

### Notes to the financial statements

#### For the year ended 31 March 2011

#### 5. Net incoming resources for the year

This is stated after charging / crediting:

	2011 £	2010 £
Operating lease rentals:		
▪ property	30,713	29,900
▪ other	13,102	12,877
Auditors' remuneration:		
▪ audit	7,200	8,098
▪ other services	-	182
Trustees' remuneration	-	-
Trustees' reimbursed expenses	<u>69</u>	<u>136</u>

Trustees' reimbursed expenses represents the reimbursement of travel and subsistence costs to one (2010: 1) member relating to attendance at meetings of the trustees.

#### 6. Staff costs and numbers

Staff costs were as follows:

	2011 £	2010 £
Salaries and wages	379,203	313,629
Social security costs	37,216	33,719
Pension contributions	<u>28,864</u>	<u>9,117</u>
	<u>445,283</u>	<u>356,465</u>
Total emoluments paid to staff were:	<u>408,067</u>	<u>322,746</u>

Two employees earned more than £60,000 during the year as follows (2010: 1)

	2011	2010
£60,000 - £69,999	1	1
£70,000 - £79,999	<u>1</u>	<u>-</u>

Of those employees who earned £60,000 or more during the year, employer contributions are made to a pension scheme in respect of 1 of them (2010 None). Total employer contributions in respect of such employees during the year amounted to £8,673 (2010 £ Nil).

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

	2011 No.	2010 No.
Development and partnership	1.5	1.5
Families and social networks	-	-
Fundraising	1.0	0.5
Service user involvement	1.5	1.5
Policy and Communication	2.5	1.5
Support staff	1.5	2.0
Staff on secondment	<u>1.0</u>	<u>1.0</u>
	<u>9</u>	<u>8</u>

## The Revolving Doors Agency

### Notes to the financial statements

For the year ended 31 March 2011

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#### 7. Taxation

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

#### 8. Tangible fixed assets

	Computer equipment £	Total £
<b>Cost</b>		
At the start of the year	-	-
Additions in year	7,228	<b>7,228</b>
Disposals in year	-	-
	<hr/>	<hr/>
At the end of the year	<b>7,228</b>	<b>7,228</b>
<b>Depreciation</b>		
At the start of the year	-	-
Charge for the year	1,153	<b>1,153</b>
Disposals in year	-	-
	<hr/>	<hr/>
At the end of the year	<b>1,153</b>	<b>1,153</b>
<b>Net book value</b>		
<b>At the end of the year</b>	<b><u>6,075</u></b>	<b><u>6,075</u></b>
At the start of the year	<u>-</u>	<u>-</u>

#### 9. Debtors

	2011 £	2010 £
Grant debtors	<b>128,000</b>	243,000
Prepayments & other debtors	<b>41,780</b>	25,694
	<hr/>	<hr/>
	<b><u>169,780</u></b>	<b><u>268,694</u></b>

#### 10. Creditors: amounts due within one year

	2011 £	2010 £
Expense creditors	<b>245,509</b>	115,404
Taxation and social security	<b>12,224</b>	-
Accruals	<b>18,941</b>	223,690
Deferred income	-	66,276
	<hr/>	<hr/>
	<b><u>276,675</u></b>	<b><u>405,370</u></b>

## The Revolving Doors Agency

### Notes to the financial statements

For the year ended 31 March 2011

#### 11. Analysis of net assets between funds

	Restricted £	General £	Total £
Tangible fixed assets	-	6,075	6,075
Net current assets	<u>157,860</u>	<u>503,388</u>	<u>661,248</u>
<b>Net assets at the end of the year</b>	<b><u>157,860</u></b>	<b><u>509,463</u></b>	<b><u>667,323</u></b>

#### 12. Movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
National development programme	72,750	352,170	289,110	-	135,810
Service user forum	12,112	86,430	78,644	-	19,898
Policy	12,566	39,500	49,914	-	2,152
Strengthening families	<u>17,856</u>	<u>-</u>	<u>17,856</u>	<u>-</u>	<u>-</u>
<b>Total restricted funds</b>	<u>115,284</u>	<u>478,100</u>	<u>435,524</u>	<u>-</u>	<u>157,860</u>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<u>483,630</u>	<u>577,314</u>	<u>551,481</u>	<u>-</u>	<u>509,463</u>
<b>Total funds</b>	<u>598,914</u>	<u>1,055,414</u>	<u>987,005</u>	<u>-</u>	<u>667,323</u>

#### Purposes of restricted funds

##### National Development Programme

This consists of specific funding from Lloyds TSB, National Lottery and London Housing Foundation towards specific pieces of work. The Lloyds TSB grant was awarded for the development, delivery and evaluation of three partnership prison projects at HMP Styal, HMP Everthorpe and HMP Lewes. The London Housing Foundation grant was awarded for the development of three initiatives in London designed to improve responses to the revolving door group. The three initiatives will take place in the London boroughs of Islington, Brent and Newham. The Big Lottery grant was awarded for the delivery of a pilot early intervention service in partnership with neighbourhood police in the London Borough of Islington.

##### Service user forum

Restricted funds carried over are from Trusthouse Charitable Trust, towards work with service users.

##### Policy

Restricted funds carried over are from The Corston Independent Funders' Coalition towards the costs of the women's financial modelling work.

##### Strengthening Families

The Strengthening Families Programme is a three year programme of research and service development designed to improve adult services responses to the families of their clients.

## The Revolving Doors Agency

### Notes to the financial statements

#### For the year ended 31 March 2011

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#### 13. Operating lease commitments

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

	Property		Equipment	
	2011	2010	2011	2010
	£	£	£	£
Less than 1 year	<b>26,000</b>	26,000	-	-
1 - 2 Years	-	-	<b>13,310</b>	13,310
2 - 5 Years	-	-	-	-
Over 5 years	-	-	-	-
	<u><b>26,000</b></u>	<u>26,000</u>	<u><b>13,310</b></u>	<u>13,310</u>