

Company number: 2845452  
Charity number: 1030846

**Revolving Doors Agency**

**Report and Financial Statements**

**31 March 2014**

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## Revolving Doors Agency

### Reference and Administrative details

For the year ended 31 March 2014

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<b>Company number</b>	2845452	
<b>Charity number</b>	1030846	
<b>Registered office and operational address</b>	Fourth Floor 291 – 299 Borough High Street London SE1 1JG	
<b>Trustees</b>	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:	
	G Lashko	Chair
	C Clarke	Treasurer (appointed 17 September 2013)
	C Dykes	
	C Laing	
	N Maguire	
	T MacInnes	
	C Murphy	
	D Walton	
	D Williams	
	L Simpson (appointed 19 November 2013)	
<b>Principal staff</b>	Dominic Williamson	Chief Executive
<b>Bankers</b>	Co-operative Bank Plc. 1 Balloon Street Manchester M60 4EP	CAF Bank Ltd Kingshill West Malling Kent ME19 4TA
<b>Solicitors</b>	Bates Wells & Braithwaite London LLP 2-6 Cannon Street London EC4M 6YH	
<b>Auditors</b>	Sayer Vincent LLP Chartered Accountants and Registered Auditors 8 Angel Gate City Road London EC1V 2SJ	

## Revolving Doors Agency

### Chair's Report

For the year ended 31 March 2014

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#### Celebrating progress

This has been a very important year for Revolving Doors. Since our foundation in 1993, one of our key objectives has been to ensure that anyone who ends up in police custody or court who has multiple needs and a mental health problem should be helped to access support as quickly as possible.

In January 2014 we achieved a real breakthrough towards this goal. The government announced the national roll out of liaison and diversion services, which place specialist workers in courts and custody suites. A new national operating model will be piloted with the intention to achieve 100% coverage across England by 2017.

Over the past six years Revolving Doors has played an essential part in securing this step forward, working alongside our partners, and often behind the scenes with policymakers. For example, when Lord Bradley wrote his crucial report in 2009, we provided him with examples of good practice and ensured that service users shared their experiences with him. In March 2011, we ran the *Thinking Local* conference, at the QEII conference centre where the then care minister Paul Burstow MP announced that the coalition would make liaison and diversion a priority. We helped establish the Bradley Report Group, bringing together over 30 national organisations to advise the government, and we established another partnership, the Offender Health Collaborative, with NACRO, the Centre for Mental Health and the Institute of Mental Health, to support the development and implementation of the new operating model.

During all this, along with pressing for universal coverage, we have focused on ensuring that the vision for liaison and diversion services responded to people with multiple and complex needs as well as people with severe mental illness and learning disabilities. I am very pleased that this principle is now embedded in the commissioning specification and the 'core and extended' team approach.

The progress was celebrated in March 2014 at the annual national liaison and diversion conference with the current care minister Norman Lamb MP and over 100 representatives from services across the country. Video testimonies by two of our Forum members, Pat and Jeff, reminded delegates of the difference these services can make and the need to put the voice of service users at the forefront in shaping services.

This is a great example of how our unique role and approach can drive real systemic change that transforms lives. Our organisational values, which we recently set out for our new strategic plan, summarise our core approach: we always put people first, bring people together and seek lasting change.

Reading this report, I can see these values put into effect in the day to day work of the Revolving Doors team. Equally, our independence, and the fact that we do not deliver services, enables us to play an important role in supporting commissioners and other local leaders to improve services.

I'll mention a few examples which are covered in more detail in the report.

- Our work with the Big Lottery on the Fulfilling Lives programme helped shape its focus on service user involvement and system change. The projects are now underway across the country and I have already heard about how it has begun to create opportunities for people.
- Through our Capital Gains project, funded by the Trust for London, we have supported the Mayors Office for Policing and Crime (MOPAC) and NHS England to develop a new cross-cutting strategic plan for the capital. Members of our forum have been heavily involved throughout.
- With support from Barrow Cadbury Trust we reviewed the plans published by every police and crime commissioner across the country and published a checklist briefing highlighting key actions that they can take to improve outcomes and reduce reoffending.

## Revolving Doors Agency

### Chair's Report

#### For the year ended 31 March 2014

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- And through our SPARK programme, funded by Esmée Fairbairn Foundation, we engaged directors of adult social services and directors of public health, two groups which can make a real difference in local areas. We are now working in depth with a number of local authorities to test a whole area approach to system change.

All this has taken place against the backdrop of the government's Transforming Rehabilitation reforms. While we welcomed the extension of rehabilitation support to short sentenced prisoners as a key theme of the 'rehabilitation revolution', the uncertainty about the new probation arrangements has impacted on some of our partnership work with probation trusts. Looking forward, our unique position, independent from any particular provider interest, means we will continue to do what we can with partners in any sector to improve responses to the people we exist to help.

Likewise, at the national level we always keep an eye to the longer view. We therefore work with leaders in all the main parties whether they are in government or opposition. That's why, during this year, we welcomed Labour's policy coordinator Jon Cruddas MP to meet members of our Forum and service users from St Mungo's at an event run with the think tank IPPR.

As this report tells, the team has continued to build a position of influence during the year. We have also been able to gain backing for new projects. We were pleased to be awarded new grant funding from Esmée Fairbairn Foundation for a further year of our SPARK programme and from the City Bridge Trust for our Commissioning Together project. This is an exciting three year project that applies learning from our National Service User Involvement Forum in local areas.

At the same time we continued to face a challenging fundraising environment and had to make planned use of our reserves to continue to deliver during this crucial period. That's why diversifying our income has been a key plank of our strategy, offering services on a social enterprise model to customers who could benefit from our unique combination of knowledge and skills. During this year we were engaged by a range of new customers including Westminster City Council and British Transport Police, and the diversity of our customers continues to grow.

We can see many more opportunities to extend this work and the potential to generate significant revenue in the years ahead but we need more capacity to do this. We are now in the process of preparing a business plan to obtain the financing we need to scale up our social enterprise in the year ahead.

As someone said, change can seem like the only constant, and this year we had a big change in the senior team, saying goodbye to Catherine Hennessy, our director of development and partnerships, who left to be chief executive at psychotherapy charity ICAP. Catherine joined us eight years ago and made an enormous contribution over that time. We wish her all the best for the future.

In terms of governance, this year we were delighted to welcome Leroy Simpson as a new trustee. Leroy has been a member of our Forum and brings his experience of the issues we are tackling as well as his community work in Harlesden and as a trustee the Salvation Army Housing Association.

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

**Gary Lashkho** - Chair of board of trustees

## **Revolving Doors Agency**

### **Report of the Trustees**

**For the year ended 31 March 2014**

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The trustees present their report and the audited financial statements for the year ended 31 March 2014.

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

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

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

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

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

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

The board has the power to appoint additional Trustees. The agency has detailed role descriptions for board members in general, and for the treasurer and chair in particular. Recruitment is carried out by advertising, with support from personal recommendation where appropriate. Revolving Doors endeavours through the recruitment methods adopted to reach groups of people who are under-represented in its employment, those who are members of the communities in which the agency works, and those who can bring relevant skills and experience to the work of the board. This year we appointed a trustee who has direct experience of the issues we address.

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

The induction and training of Trustees includes the provision of up to date financial and other information about the agency, Charity Commission publications giving guidance on the role of Trustees, a skills audit, and a meeting with the chief executive and other staff.

#### **Organisational structure**

Revolving Doors' (full-time equivalent) staff averaged 7.9 during 2014 (2013:10.3). Our staff work within project teams, reporting either directly or through line managers to the senior management team. The chief executive, who leads the senior management team, is accountable to the board of Trustees.

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

#### **Risk management**

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

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### Report of the Trustees

#### For the year ended 31 March 2014

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The Trustees prioritised the following areas of risk in the year:

- Human Resources: during the year we asked our HR advisers to review and update our suite of HR policies including our arrangements with associates to ensure they comply with the legal and best practice requirements.
- Business risks – tendering and delivering projects on commercial basis: during the year we revised our checklist to ensure that when we consider bidding for commercial work we take into account our mission, values and business ethics.
- Service user involvement: during the year we commissioned an independent review of our procedures to ensure that we do not breach benefit rules when involving service users in our work.

### Objectives

Our aims and objectives are set out in our five year strategic plan 2010 – 2015 which is available on our website. This was drawn up through a process of consultation with a wide range of stakeholders and with input from our service user forum throughout.

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

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

Our strategic plan 2010 – 2015 set out our five strategic goals:

**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.

**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.

**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.

**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.

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

During this year we consulted stakeholders on a new strategy, which we will publish in May 2014.

### Public Benefit

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

In terms of public benefit, the agency's activities, described in detail below, are targeted at a particularly disadvantaged group in society – people with multiple and complex needs, including poor mental health, who come into contact with

## Revolving Doors Agency

### Report of the Trustees

#### For the year ended 31 March 2014

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the criminal justice system. Our research and activities over many years demonstrates the extent to which this group is disadvantaged by lack of access to effective support and services, as well as suffering disproportionately from poor health, poverty and other social disadvantage.

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

Our involvement of people with direct experience of the issues we are tackling has a dual impact. Through their participation, forum members improve their skills, confidence and social networks, all of which helps in their recovery and reintegration into communities. At the same time they bring a powerful additional voice to our work to influence policy, giving politicians and officials the opportunity to explore directly what is and isn't working and how things can be made better.

#### **2013 - 2014: A year in review**

Our vision is that in every part of the country people with multiple and complex needs who are in contact with the criminal justice system receive effective support to enable them to turn their lives around. We know that to achieve this different systems need to be aligned so that services provide interventions, and work together, so that people in this situation get the targeted and integrated support and treatment they need. These include, to name a few, the police, prisons, probation, health, housing and drug services. Achieving this goal requires leadership in central government and in local areas.

#### **Progress against our strategic aims 2013 -2014**

Our strategic plan 2010 – 2015 set out five strategic aims and the objectives we set to achieve them.

**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.**

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

#### **Influencing the government's social justice strategy**

One of our key policy recommendations for central government is a cross-departmental strategy which would drive progress for people experiencing multiple needs. This year, following the success of our 2012 vision paper *Turning the Tide* (published with the MEAM coalition) in influencing the government's Social Justice strategy, we continued to work with the social justice team in the Department of Work and Pensions (DWP) to push for further action based on the strategy's recognition of the need to transform services for people with multiple and complex needs. We contributed to a number of events informing the on-going delivery of the strategy and fed into the DWP's *'Delivering Social Justice – Unlocking Local Leadership'* which was published in November. This makes 15 recommendations to encourage local leadership on the social justice agenda. Our chief executive Dominic Williamson spoke at the DWP's annual Social Justice Conference in October along with the secretary of state Iain Duncan Smith. The event was also attended by our service

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### **Report of the Trustees**

#### **For the year ended 31 March 2014**

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user forum member Candice, who asked Duncan Smith a question about housing people leaving prison. We also fed into the development of the DWP's Social Justice Toolkit including advising on the indicators selected.

As well as working to influence the crosscutting social justice agenda, we worked in detail on a number of other areas of policy.

#### **Justice reform and payment by results**

The government's *Transforming Rehabilitation* agenda represents a major change in services for people in the revolving door situation. The passing of the Offender Rehabilitation Act in March 2014 has seen supervision become mandatory for all offenders including those on a short prison sentences, while the outsourcing of probation provision for all low-to-medium risk offenders under a payment by results (PbR) model is intended to incentivise new providers to work 'through the gate' and innovate in providing rehabilitative support to reduce reoffending.

Ahead of the last general election, we argued strongly for a focus on the unmet problems faced by short-sentenced prisoners to reduce reoffending so we were pleased when this became a central plank of the coalition's rehabilitation revolution reforms. Our response to the government's consultation on their approach focused on how the PbR model might encourage providers to work intensively with the more complex cases, and highlighted concerns about how the rapid transition to the new system risked disrupting partnerships and collaborative work of existing probation trusts. We are continuing to monitor developments during the implementation and contracting process. Our independence from commissioner and provider interests means we have an important role to play in helping get the approach to reducing reoffending right.

#### **Offender health**

The Bradley Report Group brings together experts from over 40 organisations including the Magistrates' Association, the Association of Chief Police Officers, the Prison Officers Association, Together and Mencap. Revolving Doors was instrumental in establishing the group as a successor to the government's National Advisory Group, which concluded its work in 2012.

The group meets quarterly. Top of the agenda over the past year has been supporting the government in its commitment to roll out criminal justice liaison and diversion services across the country. During this time we made service user involvement an integral part of the group's work and members of our national service user forum attended meetings and contributed to a paper on workforce development among other things. From March 2014, Dominic has become co-chair of the group and represents it on the national liaison and diversion programme board.

#### **Making the financial case for change**

During the previous financial year the Ministry of Justice seconded an economist to us for six months to take forward work on our Financial Analysis Model (FAM). The FAM is a tool we developed to demonstrate the potential savings to the public purse that arise when someone is supported to escape from the revolving door of crisis and crime. During this year we analysed feedback from a peer review of the model and are now working to incorporate the feedback into the next version of the model. The FAM has already influenced a number of projects, including the Engager 2 project research programme and has informed the advice we gave to shape the evaluation of the Big Lottery's Fulfilling Lives programme.

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### Report of the Trustees

For the year ended 31 March 2014

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#### Influencing Labour's policy review

At Revolving Doors we need to take the longer term view on policy and we engage with governments and opposition to build understanding of our policy recommendations. This year we worked with various members of Ed Miliband's team to feed into the Labour party's policy review ahead of the 2015 election.

In April 2013, we welcomed Jon Cruddas MP, head of Labour's policy review, to a 'listening' event with members of our national service user forum and service users from homeless charity St Mungo's. We arranged this with think tank IPPR as part of their *Condition of Britain* programme, which is feeding directly into the policy review. Our event with Jon Cruddas was cited in the *Condition of Britain* interim report in sections that deal with multiple needs, social exclusion and crime, and we are continuing our engagement with IPPR who will release their final report in early summer. After the event, Jon wrote to members of the forum saying:

*'I'd like to thank you all for giving up your time to come and tell me about your experiences and to give me your insights into the failings of existing service provision as well as your valuable suggestions for how to improve it. I was particularly grateful for your honesty and openness and your knowledge of both the system and the harm and difficulty it can cause people who are already in a vulnerable condition... ..So thank you once again for telling me about your lives. I wish you all the very best, and I take with me the fantastic line, 'You need hope to cope'.*

This year we also attended the Labour Party conference in Brighton, where George from our Forum spoke at an IPPR fringe event. In January we took part in a major policy review symposium. We pleased that some of our core messages were included in Ed Miliband's speech when he launched his *One Nation Society* paper. The paper talks about service user involvement as central to Labour's vision for future public service reform. The document also emphasises the need for greater investment in prevention and joining up services to reduce the cost of failure in the system. We are continuing our work in this area, and will shortly be submitting responses to the party's policy commissions while continuing to meet shadow cabinet ministers and their advisers.

#### **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**

##### **National service user forum**

Our service user involvement strategy (2012) sets out our intention to put people with direct experience of the problem we are tackling at the forefront of all our work, and this year we have continued to make progress in turning this aspiration into a reality.

We were particularly pleased to welcome Leroy Simpson to our board of trustees. Leroy has been a long term member of the Forum and brings a wealth of experience and knowledge from his community work in Harlesden and as a trustee for the Salvation Army Housing Association as well as his own personal experience.

Across all our work this year we have seen the impact of the involvement of our Forum members. Alongside the national policy work mentioned above, Forum members have helped shape various strategies by key decision makers and taken up membership of a number of influential boards and advisory groups. In London, for example, members have been advising on the Patient and Public Involvement Strategy of NHS England and fed into a consultation by the Mayor's Office for Policing and Crime (MOPAC) and the Metropolitan Police on a new pan-London operating model for Integrated Offender Management (IOM). Forum members Leroy and Pat provided advice on the forthcoming joint NHS England / MOPAC *'Health in the Police and Crime Plan'* strategy, and Zoe and George came with Dominic and Shane to meet Stephen Greenhalgh, London's deputy mayor for policing and crime.

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### Report of the Trustees

For the year ended 31 March 2014

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#### Women's forum

This year we held established a new Women's Forum. At their second meeting in March the members met with funders and voluntary sector leaders to discuss opportunities to influence policy and practice for women with multiple and complex needs and to decide priorities for their work going forward.

#### Big Lottery Fulfilling Lives programme

Over the past two years we have been working with the Big Lottery to help shape their £100 million *Fulfilling Lives* programme. One result of our input is the extent to which service user involvement became a central element of the programme. When they launched the programme, Roger Winhall, head of policy at Big, wrote to thank us for organising a consultation with service users during the develop of the programme and acknowledged how this had influenced the level of service user involvement in the programme:

*'I'd like to be able to recognise their help in getting to where we are today. Not least because I've been really struck by how much progress our projects - and in particular their own service user groups - have made in terms of embedding the voice and experience of service users into their projects.'*

As well as advising Big at the national level, we also supported a number of the local *Fulfilling Lives* partnerships on involving service users in developing their business plans and we will stay involved in the coming years through our partnership with MEAM, who are contracted by the Big Lottery to provide on-going support.

#### NOMS service user involvement project

During the year we continued to deliver our Ministry of Justice / NOMS contract to develop and test effective methods of service user involvement in prisons and probation trusts. We worked with Hertfordshire and Bedfordshire probation trusts to implement recommendations from the peer led service evaluations conducted in the previous year and provided training to staff in Norfolk and Suffolk probation trust on how to run a peer research project. We continued to work with HMP Norwich on improving their service user involvement systems. In HMP Holloway we worked with prisoners to develop a new process to increase disclosure around domestic violence and involvement in prostitution. We have developed a set of toolkits to allow other prisons and probation services to replicate the work in their organisations and will launch these in spring of 2014.

#### Commissioning Together

During this year we were delighted to be awarded a grant from the City Bridge Trust for a new project which aims to involve offenders with multiple and complex needs in the commissioning process in two London boroughs. We are pleased to welcome Aidan Maloney to the team and he will be getting the project started in Wandsworth and Barking & Dagenham in May 2014.

#### Measuring the impact of involvement for forum members themselves

As well as influencing policy, commissioning and practice, members tell us that they really value the opportunities that being a member of the Forum offers and say that it has a positive impact on their own lives. This year we undertook an evaluation to if we could measure that impact. We found that members reported that involvement increases their sense of wellbeing and contributes significantly to stopping them reoffending. The following quotes from our forthcoming report on the research illustrate how much they value this:

*"We are no longer independent, we are interdependent because we now rely on each other and work with each other and we feel that we have some love from other people who know our past."*

*"I think I still have the bad boy attitude in my head but when I think about doing something about it, the first thing that comes to my mind is who am I going to help in prison with all the skills that Revolving Doors and everyone's given me and I feel that responsibility stops me reoffending. ."*

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### Report of the Trustees

#### For the year ended 31 March 2014

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*"I've always wanted to help people but it's made me feel that's where my heart lies in helping other people because I always think now if I can do it, somebody else can do it."*

*"It's as a result of the work I did prior to coming here and my involvement with Revolving Doors that I've been able to stay clear of drugs and I've also been able to get my family back in my life which is important to me."*

#### **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.**

When we drew up our strategic plan members of the Forum pointed out that, while they understood that policy, commissioning and systems were important, it was what happened at the frontline of services that ultimately mattered most to them. Our Aim 3 recognises the importance of maintaining focus on how this experience could be improved, ensuring that positive policy translates into practice on the ground.

#### **Disseminating learning from our 'communities of practice' programme**

This year we built on the success of the previous year's *Communities of Practice* Development Programme by sharing the learning at a number of conferences and through a range of publications. Highlights include our symposium with partners from King's College London and the London School of Economics at the Social Policy Association's Annual Conference in July 2013, an article in the journal *Advances in Dual Diagnosis*, and a feature in the Academy for Justice Commissioning newsletter. We have also continued to support the Tower Hamlets Community of Practice.

#### **Evaluation of 'Street Talk'**

This year we partnered with the London charity Street Talk to carry out an evaluation of their counselling service for women involved in prostitution and victims of trafficking. We launched the report in January at an event with an audience of service stakeholders and professionals from the women's sector. Our report provided evidence of how the service is valued both by partner organisations and by the women who use the service themselves. Our recommendations have supported service improvements and the report highlights important lessons for anyone interested in improving frontline responses to women with complex needs.

#### **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.**

#### **SPARK programme**

Over two decades our work with local leaders has taught us that if they have the right information they are able to drive change to services to improve opportunities for people in the revolving doors situation. This year we provided detailed support in some areas, helping local commissioners and other and we continued to share knowledge and good practice with hundreds more.

As part of our SPARK programme, funded by Esmée Fairbairn Foundation, we published a suite of resources for local leaders to promote innovative and evidence-based approaches to people with multiple and complex needs in contact with the justice system. These included:

- *Healthcare in Police Custody: Users' views* for the new NHS commissioners
- *Making the difference: The role of adult social care*, targeted at directors of adult social services
- *Balancing Act: Addressing health inequalities among people in contact with the criminal justice system*, targeted at directors of public health.

## **Revolving Doors Agency**

### **Report of the Trustees**

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*Making the Difference* received extensive coverage in key professional outlets, reaching nearly half a million stakeholders. *Balancing Act* was launched at two events attended by over 95 delegates, with speakers including NHS health and justice commissioners, a police and crime commissioner along with senior representatives from the London Mayor's Office for Policing and Crime (MOPAC) and directors of public health. Later this report was cited in Public Health England's submission to the Justice Select Committee, with data from the report being used widely by commissioners.

The success of the first phase of SPARK was recognised with a further year's funding being offered by the Esmée Fairbairn Foundation. This second phase commenced in September 2013 with a further suite of products in development including a comparison of commissioning outcomes frameworks to identify shared priorities that provide opportunities for joint commissioning and pooled budgets. We also brought together members of our Forum for three workshops to explore their aspirations and the things they value in life, to increase understanding among commissioners about outcomes that matter to the people who use their services.

#### **Supporting the roll-out of liaison and diversion services**

Achieving national coverage of liaison and diversion services is a primary goal for us. During this year we continued to work with our partners in the Offender Health Collaborative (NACRO, the Centre for Mental Health and the Centre for Health and Justice, University of Nottingham), supporting NHS England in the development of the successful interim business case to the Treasury, in particular through the development of the new operating model for liaison and diversion services.

In January 2014 ministers announced that this operating model would be implemented in ten trial sites across the country, Revolving Doors has been providing support to those trial sites in the north of England (Wakefield, Liverpool and Sefton, and Middlesbrough and Sunderland). Members of our Forum have provided feedback on good practice from a user perspective and two members, Jeff and Pat featuring in a video that was aired at a national conference where the care minister, Norman Lamb MP, was the keynote speaker.

#### **Influencing Police and Crime Commissioners (PCCs)**

This year, with support from the Barrow Cadbury Trust and working closely with the Transition to Adulthood Alliance (T2A), we conducted a thorough review of all 42 police and crime plans across the country, as well as issuing a 'call for evidence' to encourage PCCs to share their work around the 'revolving doors' group and young adults. This culminated in the publication in November of our report *First Generation: One Year On*. The report made twenty recommendations for PCCs, and we followed this, in March 2014, by publishing two 'checklist' briefings for PCCs which added further detail to these recommendations.

Our work on this project has found a number of areas where PCCs are using their partnership role to improve responses around the 'revolving door' group and young adults. We have since met with representatives from the Northamptonshire, Leicestershire and Hertfordshire PCC offices and we will be meeting with more in the coming months to explore how we can support their work further. This year we also worked with the Association of Police and Crime Commissioners and delivered a workshop for PCCs at their conference.

#### **Capital Gains**

Our policy work in London continued with support from the Trust for London. This has included advising both MOPAC and the Metropolitan Police as they look to develop a pan-London approach to integrated offender management (IOM), developing guidance on mental health and IOM, and meeting with key decision makers including the deputy mayor Stephen Greehalgh and the new director of IOM and partnerships in MOPAC, Marie Snelling.

In our response to the draft police and crime plan we called for closer partnership working between MOPAC and offender health commissioning structures. We are pleased that MOPAC and NHS England London are now developing

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For the year ended 31 March 2014

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a joint *Health in the Police and Crime Plan* strategy. We asked to provide advice on the early thinking on the strategy, helped frame the draft strategic objectives and submitted responses as the strategy was developed, informed consultation with members of our Forum. We have also worked closely with the NHS England Health in the Justice System commissioners to inform their developing strategies around mental health, and service user involvement.

#### **Understanding the new health commissioning landscape**

Towards the end of the year we worked with the infrastructure organisation, Clinks, to develop a guide for the voluntary sector in understanding the complex new health commissioning and regulation landscapes. The interactive guide will provide an accessible resource for staff and service users to engage with the new commissioning structures..

#### **Critical friend to the Tri-borough Reducing Reoffending Service**

The new Tri-borough Reducing Reoffending Service (the 'Starting Over' service) is an innovative service across Westminster, Hammersmith and Fulham, and Kensington and Chelsea which started in the autumn of 2013. It aims to provide intensive casework support to two groups of residents from the three boroughs: people with support needs who are arrested and taken to custody, and all short sentence prisoners leaving the main prisons in London. In January the Tri-borough commissioned Revolving Doors to undertake a 'light touch' independent review of the new service to help secure its success in the first year.

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

#### **Building a successful social enterprise**

In our strategic plan 2010 – 2015 we identified the need to diversify our income in response to changes in our funding environment and said we would test if we could develop a social enterprise element to our work. Over the two years since Revolving Doors began offering commercial services we have won and delivered contracts worth over £0.5 million. All the work we have done has been relevant to our mission and has supported our customers to improve responses to our target group.

During this year, alongside our longer term contracts with the Department of Health / NHS England (the Offender Health Collaborative liaison and diversion programme) and the Ministry of Justice (service user involvement in prisons and probation) we took on new contracts for a range of customers including the Big Lottery, Hestia Housing and Support and Westminster City Council on behalf of the Tri-borough.

As we move forward, the staff team and trustees felt it was important to ensure that our commercial work aligns with our mission and our value. To support this we set out a set of business ethics. These are set out below.

## Revolving Doors Agency

### Report of the Trustees

For the year ended 31 March 2014

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#### Our business ethics

In developing our social enterprise, we are clear that this work must enhance and not detract from our overall mission and aims. To ensure this we will evaluate any potential commercial projects against a number of criteria before we commit to them.

When applying the criteria we will consider whether the project:

- Helps achieve our mission and strategic goals
- Promotes our values
- Increases our knowledge
- Enhances our reputation and brand
- Allows for the genuine involvement of service users
- Will have a positive impact on people's lives.

We will also consider:

- The impact on our independence or the perception of this independence
- The risk to our reputation and other risks
- Whether we can withdraw from contracts if these risks change
- The reputation and status of the customer or any partners
- How to evaluate the project including its impact
- The potential profit and the opportunity costs involved.

We now want to build on this early success by scaling up our social enterprise work. During this year we contracted business development consultant Raj Burman to help develop our business plan which will set out how we might grow this element of our work over the next three years.

#### Fundraising

Charitable trusts and foundations continue to be our principal source of income. Over time a small number of trusts have continued to support us with core funds or by funding specific projects. During this year we were delighted to be awarded new grants by the Lankelly Chase Foundation (Core Funding), the Pilgrim Trust (Core funding), the Barrow Cadbury Trust (for the second phase of our *First Generation* PCC project), The City Bridge trust (our *Commissioning Together* project) and to receive funding from Esmée Fairbairn Foundation (for a further year of our SPARK programme).

#### Communication

We continued to extend our reach to a wide range of audiences, stakeholders and supporters. We always seek to work with partners who can help us get our information to the people who can make use of it. For example, when we launched *Balancing Act*, our briefing for directors of public health, we were supported by Public Health England and the Probation Chiefs Association.

The number of visitors to our website continued to grow during the year, with an average of 3,947 unique visitors per month over the year compared to 3709 the previous year. Our Twitter account, @RevDoors, has become a powerful way of sharing information and engaging people in conversations about our work. This year our Twitter following grew by nearly 60% to 5500, while our quarterly e-newsletter is emailed to 1,376 subscribers.

## Revolving Doors Agency

### Report of the Trustees

For the year ended 31 March 2014

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#### Outline of work for next 12 months

During the year the board and senior management team recognised that, with so many changes in our operating environment, we needed to bring forward the process of renewing our strategic plan by a year. To this end, during the autumn we ran a series of consultation meetings with our patrons, funders, Forum members, staff and trustees.

From these discussions we have been able to set out more clearly the impact we want to achieve in the next few years and where we should focus our efforts to achieve change. In our new strategy, which will be published in July 2014, our first aim is about how local areas need to work in a more strategic way with support from the government. The other four aims set out specific points of focus where we think significant change can be achieved in the next five years to improve opportunities for individuals.

**Aim 1 Integrated policy and commissioning** – Leaders and commissioners in more areas take responsibility for working together across the different systems to integrate and improve services to tackle the revolving door problem - and are supported to do this by the government.

**Aim 2 Better prevention** - More people receive help that prevents their situation getting worse, especially when they are facing multiple problems and difficult changes in their lives.

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

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

**Aim 5 Promoting long-term change** – More people live in communities that support their efforts to achieve recovery and desistance from crime, where they can be active citizens and escape the revolving door problem once and for all.

These aims will be supported by a renewed communications and marketing strategy, a fundraising plan, our business plan and our annual operating plan

A thank you to all of our funders

We rely on the commitment of the foundations and trusts that share our vision and have continued to back our work over the years. We are therefore grateful for the support from the Trustees and staff at:

City Bridge Trust  
The Barrow Cadbury Trust  
The Esmée Fairbairn Foundation  
The Henry Smith Charity  
The LankellyChase Foundation  
The Paul Hamlyn Foundation  
The Pilgrim Trust  
Trust for London  
Trusthouse Charitable Foundation

## Revolving Doors Agency

### Report of the Trustees

For the year ended 31 March 2014

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#### Patrons

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

Ian Bynoe, former acting deputy chair, Independent Police Complaints Commission

His Honour Judge Fabyan Evans

Rose Fitzpatrick, deputy assistant commissioner, Metropolitan Police

Professor John Gunn, professor of forensic psychiatry

Baroness Hilary Armstrong, Labour peer and former cabinet office minister

Bharat Mehta OBE, chief executive, Trust for London

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

Dru Sharpling CBE, Her Majesty's Inspectorate of Constabulary

Joe Simpson, director of The Leadership Centre

Ann Windiate, former chief executive, Medway Social Services

#### Statement of responsibilities of the trustees

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

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

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

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

In so far as the trustees are aware:

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

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

## **Revolving Doors Agency**

### **Report of the Trustees**

#### **For the year ended 31 March 2014**

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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 2014 was 10 (2013 - 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.

#### **Financial Review**

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

Revolving Doors Agency raised a total of £495,004 in the year ended 31 March 2014, principally by:

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

This is a year on year reduction of 29% when compared to the year ended 31 March 2013, and is largely as a result of grants and associated expenditure on directly provided services (which were contracted to other organisations to deliver) coming to an end. The expenditure for the year was £615,375, a decrease of 23% on the previous year. Unrestricted reserves of £129,831 were used to fund the in year deficit.

In total the deficit for the year ended 31 March 2014 was £120,371. The full results are set out in the Statement of Financial Activities on pages 20 and the financial position at 31 March 2013 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 2014 the free reserves amounted to £283,365. The Trustees see it as prudent to maintain the current level of reserves to ensure that Revolving Doors' work continues into the future. Securing alternative funding takes time and resources and it is important that these reserve levels are maintained.

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

##### **Investment policy**

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

##### **Future funding**

At 31 March 2014, the Agency had obtained a number of pledges of funding that will contribute towards its operating costs in 2014/15. Building on the success of previous years, we will look to secure further funding and contracts which will enable us to maintain activity and influence into the future. The Agency has put a strategy in place to ensure we continue to gather support from our stakeholders and to access the opportunities in terms of contracts that are available externally. A key part of this strategy is the new Business Plan approved by the Trustees in June 2014 to help achieve the objective of maintaining financial stability to support the work of the Agency.

**Revolving Doors Agency**

**Report of the Trustees**

**For the year ended 31 March 2014**

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**Auditors**

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

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

Approved by the trustees on 24 June 2014 and signed on their behalf by

Gary Lashko - Chair

## **Independent auditor's report**

**To the members of**

**Revolving Doors Agency**

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We have audited the financial statements of The Revolving Doors Agency for the year ended 31 March 2014 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 and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. 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 2014 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 auditor's report**

**To the members of**

**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
- 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 Sayer (Senior statutory auditor)

30 June 2014

for and on behalf of Sayer Vincent LLP, Statutory Auditors

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 2014**

	Note	Restricted £	Unrestricted £	2014 Total £	2013 Total £
<b>Incoming resources</b>					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	-	106,812	<b>106,812</b>	75,082
Bank interest		-	6,474	<b>6,474</b>	6,237
<i>Incoming resources from charitable activities</i>					
Development and partnership		124,418	70,503	<b>194,921</b>	346,769
Service user involvement		85,700	66,047	<b>151,747</b>	238,260
Policy & Communication		22,500	12,550	<b>35,050</b>	35,218
<i>Other incoming resources</i>		-	-	-	214
<b>Total incoming resources</b>		<u>232,618</u>	<u>262,386</u>	<u><b>495,004</b></u>	<u>701,780</u>
<b>Resources expended</b>					
<i>Costs of generating funds:</i>					
Costs of generating voluntary income		-	50,836	<b>50,836</b>	51,912
<i>Charitable activities</i>					
Development and partnership		136,529	100,502	<b>237,031</b>	381,109
Service user involvement		111,406	124,384	<b>235,790</b>	185,770
Policy and communication		20,221	56,567	<b>76,788</b>	162,528
<i>Governance costs</i>		-	14,930	<b>14,930</b>	19,145
<b>Total resources expended</b>		<u>268,156</u>	<u>347,219</u>	<u><b>615,375</b></u>	<u>800,464</u>
<b>Net outgoing resources before transfers</b>		<u>(35,538)</u>	<u>(84,833)</u>	<u><b>(120,371)</b></u>	<u>(98,684)</u>
<b>Transfers between funds</b>		44,998	(44,998)	-	-
<b>Net movement in funds</b>		<u>9,460</u>	<u>(129,831)</u>	<u><b>(120,371)</b></u>	<u>(98,684)</u>
<b>Reconciliation of funds</b>					
Total funds brought forward	12	<u>47,960</u>	<u>413,196</u>	<u><b>461,156</b></u>	<u>559,840</u>
<b>Total funds carried forward</b>		<u><u>57,420</u></u>	<u><u>283,365</u></u>	<u><u><b>340,785</b></u></u>	<u><u>461,156</u></u>

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

## The Revolving Doors Agency

### Balance sheet

Company No:2845452

31 March 2014

	Note	£	2014 £	2013 £
<b>Fixed assets</b>	8			
Tangible assets			<b>5,052</b>	13,085
<b>Current assets</b>				
Debtors	9	<b>53,650</b>		44,965
Short-term deposits		-		314,765
Cash at bank and in hand		<b>341,576</b>		151,220
			<b>395,226</b>	510,950
<b>Liabilities</b>				
Creditors: amounts due within one year	10	<b>59,493</b>		62,879
<b>Net current assets</b>			<b>335,733</b>	448,071
<b>Net assets</b>	11		<b>340,785</b>	461,156
<b>The funds of the charity</b>	12			
Restricted funds				
In surplus			<b>57,420</b>	47,960
Unrestricted funds				
General funds			<b>283,365</b>	413,196
<b>Total charity funds</b>			<b>340,785</b>	461,156

Approved by the Trustees on 24 June 2014 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 2014

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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) Contractual Income is recognised as incoming resources in the Statement of Financial Activities to the extent that the charity has provided the goods or services. Incoming resources received in advance are deferred until the charity becomes entitled to the resources.
- e) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.
- f) Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
- g) Costs of generating funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

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

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

## The Revolving Doors Agency

### Notes to the financial statements

For the year ended 31 March 2014

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#### 1. Accounting policies (continued)

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

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

	<b>2014</b>
	%
Costs of generating voluntary income	8.2
Charitable activities	89.2
Governance costs	<u>2.6</u>
	100.0

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

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

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

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

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

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2014

2. Voluntary income

	Restricted	Unrestricted	2014 Total	2013 Total
	£	£	£	£
Donations	-	312	<b>312</b>	82
The Tudor Trust	-	-	-	30,000
The Pilgrim Trust	-	10,000	<b>10,000</b>	-
Trusthouse Charitable Trust	-	6,500	<b>6,500</b>	-
Lankelly Chase Foundation	-	60,000	<b>60,000</b>	-
The AB Charitable Trust	-	-	-	15,000
The Henry Smith Charity	-	30,000	<b>30,000</b>	30,000
Total	-	106,812	<b>106,812</b>	75,082

3. Incoming resources from charitable activities

	Restricted	Unrestricted	2014 Total	2013 Total
	£	£	£	£
The Barrow Cadbury Trust	26,000	-	<b>26,000</b>	30,500
Big Lottery Fund	-	-	-	29,480
City Bridge Trust	15,700	-	<b>15,700</b>	-
The London Housing Foundation	-	-	-	90,000
Esmée Fairbairn Foundation	98,418	-	<b>98,418</b>	104,023
Trusthouse Charitable Foundation	-	-	-	21,250
Trust for London	22,500	-	<b>22,500</b>	28,650
Contract Income	-	148,053	<b>148,053</b>	224,468
Other Income	-	1,047	<b>1,047</b>	5,090
Streetalk	-	-	-	7,000
Paul Hamlyn Foundation	70,000	-	<b>70,000</b>	80,000
Total	232,618	149,100	<b>381,718</b>	620,461

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2014

4. Total resources expended

	Cost of generating funds	Development and partnership	Service user involvement	Policy & Communication	Governance costs	Support costs	2014 Total	2013 Total
	£	£	£	£	£	£	£	£
Staff Costs (note 6)	35,999	128,926	90,074	49,627	8,911	43,934	<b>357,471</b>	472,758
Payments to partner agencies, associates, consultants & contractors	285	21,003	46,768	-	-	32,175	<b>100,231</b>	166,600
Communication & Travel	-	11,634	4,515	1,149	188	8,447	<b>25,933</b>	38,859
Service user involvement	-	3,101	26,008	968	55	2	<b>30,134</b>	17,816
Office & Professional Costs	-	4,518	931	3,064	1,261	91,832	<b>101,606</b>	104,431
	<u>36,284</u>	<u>169,182</u>	<u>168,296</u>	<u>54,808</u>	<u>10,415</u>	<u>176,390</u>	<b>615,375</b>	800,464
Support costs	<u>14,552</u>	<u>67,849</u>	<u>67,494</u>	<u>21,980</u>	<u>4,515</u>	<u>(176,390)</u>	-	-
<b>Total resources expended</b>	<u><u>50,836</u></u>	<u><u>237,031</u></u>	<u><u>235,790</u></u>	<u><u>76,788</u></u>	<u><u>14,930</u></u>	<u><u>-</u></u>	<b>615,375</b>	800,464

## The Revolving Doors Agency

### Notes to the financial statements

#### For the year ended 31 March 2014

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

This is stated after charging

	2014	2013
	£	£
Depreciation	8,033	8,779
Operating lease rentals:		
▪ property	42,000	40,250
▪ other	-	-
Auditors' remuneration:		
▪ audit for year ending 31 March 2014	6,800	7,420
▪ overprovision for audit in year ending 31 March 2013	(840)	-
▪ other services	-	-
Trustees' remuneration	-	-
Trustees' expenses	<u>218</u>	<u>337</u>

Trustees' expenses represent travel and subsistence costs for 2 (2013: 2) members relating to attendance at meetings of the Trustees.

##### 6. Staff costs and numbers

Staff costs were as follows:

	2014	2013
	£	£
Salaries and wages	307,210	405,978
Social security costs	33,186	44,126
Pension contributions	<u>17,075</u>	<u>22,654</u>
	<u>357,471</u>	<u>472,758</u>
Total emoluments paid to staff were:	<u>324,285</u>	<u>428,632</u>

1 employee earned more than £60,000 during the year as follows (2013: 2):

	2014	2013
£60,000 - £69,999	-	1
£70,000 - £79,999	<u>1</u>	<u>1</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 (2013: 2). Total employer contributions in respect of such employees during the year amounted to £5,225 (2013: £9,468).

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

	2014	2013
	No.	No.
Development and partnership	2.5	4.0
Fundraising	-	1.0
Service user involvement	2.4	2.3
Policy and Communication	2.0	2.0
Support staff	<u>1.0</u>	<u>1.0</u>
	<u>7.9</u>	<u>10.3</u>

## The Revolving Doors Agency

### Notes to the financial statements

For the year ended 31 March 2014

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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

	Office equipment £	Total £
<b>Cost</b>		
At the start of the year	27,558	<b>27,558</b>
Additions in year	-	-
Disposals in year	-	-
	<hr/>	<hr/>
At the end of the year	<b>27,558</b>	<b>27,558</b>
<b>Depreciation</b>		
At the start of the year	14,473	<b>14,473</b>
Charge for the year	8,033	<b>8,033</b>
Disposals in year	-	-
	<hr/>	<hr/>
At the end of the year	<b>22,506</b>	<b>22,506</b>
<b>Net book value</b>		
<b>At the end of the year</b>	<b>5,052</b>	<b>5,052</b>
	<hr/>	<hr/>
At the start of the year	<b>13,085</b>	<b>13,085</b>
	<hr/>	<hr/>

#### 9. Debtors

	2014 £	2013 £
Trade Debtors	<b>37,444</b>	29,136
Prepayments	<b>14,240</b>	14,456
Other debtors	<b>1,966</b>	1,373
	<hr/>	<hr/>
	<b>53,650</b>	44,965
	<hr/>	<hr/>

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

	2014 £	2013 £
Trade creditors	<b>16,550</b>	18,212
Taxation and social security	<b>10,887</b>	12,671
Accruals	<b>25,008</b>	22,377
VAT Creditor	<b>7,048</b>	9,619
	<hr/>	<hr/>
	<b>59,493</b>	62,879
	<hr/>	<hr/>

## The Revolving Doors Agency

### Notes to the financial statements

For the year ended 31 March 2014

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

	Restricted £	General £	Total funds £
Tangible fixed assets	-	5,052	5,052
Net current assets	57,420	278,313	335,733
<b>Net assets at the end of the year</b>	<b>57,420</b>	<b>283,365</b>	<b>340,785</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	39,935	124,418	136,529	12,207	40,031
Service user Involvement Policy	1,608	85,700	111,406	32,791	8,693
	6,417	22,500	20,221	-	8,696
<b>Total restricted funds</b>	<b>47,960</b>	<b>232,618</b>	<b>268,156</b>	<b>44,998</b>	<b>57,420</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<b>413,196</b>	<b>262,386</b>	<b>347,219</b>	<b>(44,998)</b>	<b>283,365</b>
<b>Total funds</b>	<b>461,156</b>	<b>495,004</b>	<b>615,375</b>	<b>-</b>	<b>340,785</b>

Restricted funds transfers were made as a result of Trustees committing additional funding to projects funded through restricted income. These funds came from unrestricted funds.

#### Purposes of restricted funds

##### National Development Programme

This consists of specific funding from Esmée Fairbairn Foundation, Barrow Cadbury and London Housing Foundation towards specific pieces of work. 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 Esmée Fairbairn grant was awarded towards the costs of the SPARK project.

##### Service user Involvement

Restricted funds are from the Paul Hamlyn Foundation and City Bridge Foundation, towards work with service users.

##### Policy

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