



Company number: 2845452

Charity number: 1030846

The Revolving Doors Agency

Report and Financial Statements

For the year ended 31 March 2017

The Revolving Doors Agency

Contents

For the year ended 31 March 2017

Reference and administrative details	2
Report of the trustees	3-18
Independent examiner's report	19-20
Statement of financial activities (incorporating an income and expenditure account)	21
Balance sheet	22
Statement of Cash Flows	23
Notes to the financial statements	24-31

The Revolving Doors Agency

Reference and administrative details

For the year ended 31 March 2017

Company number 2845452

Charity number 1030846

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

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

C Clarke	Treasurer
C Dykes	
C. Hedderman	
David Williams	Chair to 17 January 2017
I Parker	From 20 June 2017
T MacInnes	Until 11 April 2017
N Maguire	
J McKibben	
L Simpson	
D Williams	Chair from 18 January 2017

Principal staff (Helen) Christina Marriott Chief Executive

Bankers	Co-operative Bank Plc. 1 Balloon Street Manchester M60 4EP	CAF Bank Ltd Kingshill West Malling Kent ME19 4TA	Virgin Money Jubilee House Gosforth Newcastle Upon Tyne NE3 4PL
----------------	---	---	---

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

Russell-Cooke LLP
8 Bedford Row
London
WC1R 4BX

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

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

Message from Chair of Trustees

Building on our recent successful transition, this year has been an important one for Revolving Doors, as we have delivered on our key priorities and consolidated our financial position with a second year of surplus and income growth.

In this year, the Full Business Case for Liaison and Diversion services was approved, securing the national roll out of these vital services, which offer assessment, diversion and support for people with vulnerabilities in police custody and the courts. Significantly, Liaison and Diversion services now include peer support – a model that has been coproduced with Revolving Doors' Lived Experience Team. We are very proud of the role of people with lived experience of the criminal justice system and multiple vulnerabilities in advocating for, and then shaping the specification and piloting of this peer support model in collaboration with NHS England.

This year we published '[Rebalancing Act](#)', a report into the health inequalities faced by people in contact with the criminal justice system. This resource for Directors of Public Health, Police and Crime Commissions and other health and justice commissioners, service providers and users is being used to make the case locally for more tailored and effective services for people facing multiple needs.

Some further highlights from this report include:

- Transitioning our national service user forum into new regional forums, starting with Manchester and making plans to move into Birmingham and other regions. This has enabled us to reach more people with lived experience and to start influence at regional level. This has been strategic for us as we ensure readiness for greater and deeper devolution across a range of policy areas.
- Completing our innovative Commissioning Together project in Wandsworth and Barking and Dagenham where the commissioners have accepted and acted on the recommendations from peer researchers. This project has been a catalyst for greater opportunities to bring lived experience into the heart of commissioning.
- Starting new research work with HM Courts and Tribunals Service (HMCTS) to ensure that user experience informs the roll out of digitalization across criminal justice. We are committed to this piece of work so that people facing multiple barriers to digital access are able to be heard in this major transformation agenda.
- Being shortlisted for the prestigious Guardian Charity Awards and the Social Enterprise UK Awards for our work.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

Importantly, we have continued to achieve this in a balanced way to ensure sustainability and the ability to continue to deliver our mission. This position of strength has been achieved through a balance of new major core funding, repeat and new social enterprise clients.

Our increased income has enabled re-growth, adding resilience and new skills to our team, including strengthening our involvement team and creating a new head of business and operations role. Over the coming year, we will seek to strengthen our policy and research teams.

The Board have been fully committed to this steady re-growth because we have been clear that our mission to end the revolving door of crisis and crime remains just as critical. Our aim has always been to help decision makers develop fundamental solutions that address the underlying systemic faults that can trap people within the cycle of crisis and crime. The lives of those facing the Revolving Door are being transformed as a direct result of the national policy and advocacy work we are doing.

On behalf of all the trustees, I'd like to extend my thanks to all our funders, clients and partners for your support this year. Thank you to our forum members, who contribute hugely to all that we do, and to the staff team and volunteers who I know work to make a difference.

Finally, our sincere thanks to Gary Lashko, who served nine years as Chair with great skill and commitment. We wish Gary the best in his career following his successful time in governance at Revolving Doors.

David Williams – Chair of Board of Trustees

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

The trustees present their report and the un-audited financial statements for the year ended 31 March 2017.

Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102 SORP).

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 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.

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 7.0 during 2017 (2016: 4.9). Our staff work within functional 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 who help deliver our work across the country and with staff on specific projects.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

Financial review

Revolving Doors Agency raised a total of £581,091 in the year ended 31 March 2017, principally by securing resources from funders through contracting or grants to carry out direct charitable activity.

This is a year on year increase of 13% when compared to the year ended 31 March 2016, and is a result of securing increased resources from both grants and contracts. The expenditure for the year was £554,563, an increase of 8% on the previous year.

In total the surplus for the year ended 31 March 2017 was £26,528, with an unrestricted surplus of £30,245. The full results are set out in the Statement of Financial Activities on page 22 and the financial position at 31 March 2017 is shown on the Balance Sheet on page 23.

Reserves

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.

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

At 31 March 2017, the free reserves amounted to £166,524. The reserve requirement identified by trustees is £169,080, which includes a 10% contingency. As such the trustees are confident that there are sufficient free reserves to meet future commitments.

Risk management

The Board manages risk via a risk register, which is regularly reviewed by the Board. Key risks relating to IT and business continuity were closed in 2016/17 as a result of the move to a new cloud-based IT system and the office move to South Bank Technopark. Substantial progress was also made towards closing many of the risks associated with working with service users: actions initiated in 2015/16 relating to safeguarding policy and processes were completed. The project management risk was further mitigated through introduction of a cross-organisation high level project management function. Business risks (failure to win, deliver and be paid for profitable work) continued to be a focus for both the Board and the staff team throughout the year. Actions taken include the introduction of a dedicated business development role in the team.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

The following key risks continue to require active management: loss of key staff, although the focus has shifted from mitigating the impact of loss of knowledge rather than loss of staff per se; conflicts of interest as Revolving Doors' business, clients and partners continue to grow; and credibility with key audiences, which will be a focus for the senior management team and policy staff in 2017/18.

Vision, mission and objectives

Our vision is that by 2025 no one will be stuck in the revolving door of crisis and crime. Instead, people with multiple problems and poor mental health will be supported to reach their full potential. As a result, there will be fewer victims and communities will be safer.

The mission of the Revolving Doors Agency is to demonstrate and share evidence of effective ways to reform our public services, transforming the lives of individuals currently failed by the system. We do this through partnerships with national and local government, policymakers, commissioners and academic researchers.

2015–2016 Review: Progress against our strategic aims

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.

As a small charity, we maximise our impact through collaboration with others that share our goals and values. Of particular note this year, we worked with Public Health England (PHE) and the Home Office to produce '[Rebalancing Act](#)' (January 2017), a resource for Directors of Public Health, Police and Crime Commissioners, the police service and other health and justice commissioners, service providers and users. This report outlines the health inequalities experienced by people in contact with the criminal justice system and highlights some of the activity being undertaken now in local areas to try to address some of the challenges.

Rebalancing Act has established us with a good and effective partnership with PHE and the Home Office, placing us well for further collaborations. In addition to sectoral interest, it has generated interest from other key stakeholders such as the police and incoming mental health lead for the National Police Chiefs Council.

We also became co-Chair of the Bradley Report Group. This important alliance brings together experts from over 40 organisations. It has served a critical purpose as a national focus for organisations interested in liaison and diversion, and has helped ensure cross-party commitment to continued roll out of the national programme.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

High-profile speakers at the March meeting included Dame Glenys Stacey, Chief Inspector of Probation, and Dr Philip Lee, Under Secretary of State, Ministry of Justice.

We continued in our role as a member of the Ministerial Advisory Board on Female Offenders. Other partnerships and alliances include: the Transition to Adulthood (T2A) Alliance led by the Barrow Cadbury Trust, the Lankelly Chase Promoting Change Network, the Criminal Justice Alliance. We were the charity partner to the Breaking Barriers steering group, looking at levers of transformation for the criminal justice system, and we joined the steering group of the APPG on Ending Homelessness.

Research network on severe and multiple disadvantage

This year we continued to develop our research network in partnership with The Lankelly Chase Foundation bringing together more than 240 researchers from across different disciplines and sectors. Together we are identifying gaps in understanding and exploring new ways to help people leave their challenges behind and lead fulfilling lives. We have published a well-received literature review '[Refreshing Perspectives: exploring the application of peer research with populations facing severe and multiple disadvantage](#)' and we have provided a space for networking, learning and debate through two further expert-led seminars on key emerging themes in multiple and complex needs research: emerging evidence in health, and 'hidden groups'. A survey of members in Autumn 2016 found that respondents overwhelmingly wanted to see the network continue, grow and develop. We will be seeking continuation funding in 2017/18.

Commissioning Together

With support from City Bridge Trust, we completed our three-year programme of work in the London boroughs of Wandsworth and Barking and Dagenham to bring the expertise of people with direct experience of the criminal justice system and other needs into the heart of commissioning.

In 2016/17, we conducted two final peer-led research investigations and produced a toolkit for commissioners. Commissioners in Wandsworth and Barking & Dagenham are using the insight gained from that research in the strategic needs assessments refresh for the 2017-2020 commissioning cycle. There is also already clear evidence of improved local services and service pathways: In Wandsworth our work resulted in a new criminal justice pathway for individuals with mental health needs, improved transitions between services, the secondment of a mental health practitioner and redesign of the personality disorder pathway.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

In Barking and Dagenham, our peer research findings have strengthened co-commissioning of substance misuse and domestic abuse, driving the development of a new substance misuse specification that requires providers to address the needs of survivors of domestic violence and abuse.

The independent evaluation found that the most valuable outcomes for the individuals involved were confidence building and improved recovery capital.

Birth Companions

We were pleased to start in 2016/17 a new peer research project in partnership with the charity Birth Companions that helps mothers experiencing severe disadvantage during pregnancy, birth and early parenting. The project will recruit; train and support mothers who have direct experience of these issues to investigate vulnerable women's experiences of maternal health services in north-east London. The anticipated outcomes for this group include increased self-worth and respect, reduced isolation and loneliness and links into further local and national opportunities to help improve maternal health services for vulnerable women.

Capital Gains

We continued with the second phase of our successful Capital Gains project funded by Trust for London, working with key London decision makers to gain support for and a commitment to improving the responses people in the revolving door situation receive. We built on our major policy report by hosting a roundtable at the Guildhall to discuss the report's agenda with key stakeholders to explore opportunities to take it forward in London. These included senior representatives from MOPAC, NHS England, Public Health England, the Department for Work and Pensions, London Councils, London CRC and the National Probation Service, the Metropolitan Police, London Healthwatch and the voluntary sector. Other highlights include influencing London Councils' strategy around the Work and Health Programme through advocating a focus on multiple and complex needs at a specialist round table, and facilitating consultation on the draft London Police and Crime Plan with people with lived experience. Next year, we will seek funding to continue this project beyond October 2017.

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.

Policy work

We were members of the working group for the Centre for Social Justice report [Housing First, Housing-led solutions to rough sleeping and homelessness](#) (March 2017).

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

This report emphasized the need to move towards a housing led approach to ending homelessness, with a specific focus on scaling up Housing First provision for people with multiple and complex needs.

Liaison and Diversion

Liaison and Diversion services ensure people with mental health needs and other vulnerabilities are assessed and referred into support services, as early as possible in the criminal justice process, for example in police custody and the courts. This year we continued our key role in the national roll out, as part of the Offender Health Collaborative. This included supporting commissioners and providers in Grimsby, Cumbria and Derbyshire to mobilise new services, and consultancy to commissioners in Leeds and Lincolnshire to plan for future services.

We have also continued to facilitate the NHS England Health and Justice Lived Experience Team (LET), providing sustained support and insight to the programme. In 2016/17, this included a role for the LET on NHS England's new internal assurance group. Following strong and sustained advocacy from the LET, the national Programme Board tasked Revolving Doors and the LET to co-produce and test a peer support model to integrate into Liaison and Diversion services. Members of the LET made the case that people in crisis often respond more easily to someone with shared experience of that crisis, and are often alienated in the first instance from statutory services. The co-produced peer support specification was approved by the Programme Board in September 2016. Revolving Doors and LET members then worked closely with commissioners and providers to support the mobilization of two pilot sites, Birmingham and Wiltshire, and to report back early lessons learned to the Board. In 2017/18, it is hoped that NHS England will approve further roll-out of the peer support service and integration of peer support into the national Liaison and Diversion specification.

Evaluations of preventative services

During the year, we continued our evaluation of an assertive contact and engagement service that aims to ensure that under-represented groups in Bristol are better able to access mainstream mental healthcare. The recommendations of our first interim report were accepted and are being acted on. We also completed the evaluation of a pilot into personal health budgets in mental health for Camden CCG. Changes were made to the service as a result of our findings and recommendations, improving uptake and internal communications. These evaluations contribute both to our learning and impact: the preventative and crisis support services we have evaluated in 2016/17 have been accessed by over 1,000 clients. We will continue to pursue opportunities to undertake evaluations of this kind in the next financial year.

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

Revolving Doors were members of NICE's Expert Reference Group Achieving Better Access to Crisis Care, contributing our expertise to the publication of NICE published '[Achieving Better Access to 24/7 Urgent and Emergency Mental Health Care](#)' and subsequent guidance.

Our evaluations are helping us to build the evidence base on crisis support. During the year, we completed an evaluation of the Sanctuary service in Bristol and fully delivered an evaluation of the Bristol Men's Crisis House, delivering rapid evaluations to support the recommissioning of both services. The aim of the Sanctuary service is to support service users to manage their own mental health and to support people to avoid going into 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.

Influencing Police and Crime Commissioners

This year, with support from the Barrow Cadbury Trust and working closely with the Transition to Adulthood Alliance (T2A), we have continued to share and publicise emerging good work amongst PCCs. In partnership with Clinks, we published a briefing for Police and Crime Commissioner candidates entitled [How you can work with the voluntary sector to cut crime](#) (April 2016). This guide encouraged PCCs to take the lead in engaging the voluntary sector, exemplifying best practice in commissioning, supporting offenders to desist from crime and addressing the overrepresentation of black, Asian and minority ethnic people in the criminal justice system. We provided case studies of how some current PCCs have responded to issues such as gender-specific responses to women and girls, supporting people with multiple and complex needs, involving people with lived experience and championing volunteering.

A further major strand of activity was the direct support offer to police and crime commissioners. This led to a support offer to three areas: Avon and Somerset (support to reinvigorate their reducing reoffending group, and chairing a multi-agency meeting); Durham (stakeholder interviewing and mapping to support them to develop a detailed specification to commission pathway analysis); and Northumbria (support to develop a conditional caution product conceived of as a speed awareness course equivalent).

Her Majesty's Courts and Tribunals Service Assisted Digital user research

We have secured a user research contract with HM Courts and Tribunals Service (HMCTS) to help develop and test the Assisted Digital aspects of the £1 billion Transforming Justice programme within courts. This will allow user voice to be heard within the design process and support the commissioning of appropriate and effective services that meet the needs of users with multiple needs, including high digital exclusion.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

National criminal justice debate

We continue to inform and influence the debate to ensure a more effective criminal justice system. One element of this is greater lived experience involvement in criminal justice. To support this aim, we published three reports for staff working with offenders in the community and in prisons to improve their service user involvement and to [run peer research projects](#). These practical toolkits were designed for prison governors and staff to [review and improve their prisoner involvement systems](#), and for managers and staff of any probation service provider that wants to [involve their service users in the management, design and delivery of their probation services](#).

Examples of success in bringing lived experience into national policy work include the inquiry into employment support by the Work and Pensions Select Committee. One of the staff of the Committee attended a round table discussion with London forum members; subsequently two members and our Policy Manager gave evidence to the Committee and were quoted in the final report. An official from the Department of Health/Department of Work and Pensions also led a consultation at the London forum on the work, health and disability green paper.

Throughout the year the team has delivered over 20 speaking engagements outlining the evidence base for a more effective criminal justice response to people with multiple and complex needs. Events include national conferences on safeguarding vulnerable persons in custody, prison reform and offender management, policy forums on the future of probation, women in criminal justice system, the launch of [Breaking Barriers](#) report, Academy for Justice Commissioning and the Criminal Justice Alliance (with Dame Glenys Stacey as keynote).

We meet regularly with civil servants across relevant government departments, attend party conferences, and work with parliamentarians across parties to support reform. We also responded to the prison reform white paper and to the consultation on digitalization.

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.

Regional service user forums

Our national service user forum has developed a reputation over the years as the place to come to hear the authentic experiences and views of people who have lived experience of multiple and complex problems. In 2016/17, we moved to a regional structure, with forums in London and Manchester, with the aim of connecting lived experience to local influencing structures, as well as national policy. The Manchester forum was started with the explicit aim of engaging those working on the criminal justice system and health aspects of Greater Manchester Combined Authority devolution. Its December meeting was attended by the Greater Manchester Combined Authority Transforming Justice Implementation Manager.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

In order to provide relevant lived experience, forum membership is constantly renewed. Of those who have joined in the last year:

- 74% have had criminal justice contact in the last two years, including probation (62%) and prison (55%)
- 59% have identified mental health problems, of whom 61% access services
- 67% have alcohol use problems
- 44% have used homeless services
- 33% have problematic drug use.

As a result of our regular and ongoing contact with service users involved in our work, we are confident that individuals are able to use the experience accrued through participation to support access to volunteering, training, further education and paid employment opportunities. A priority for 2016/17 will be to develop processes to track progression routes formally.

Anecdotal evidence of progression of people involved in our projects includes:

- People moving into employment, including one forum member with a lengthy criminal record that has secured a post at a Community Rehabilitation Company, another that has become a paid peer mentor at a drug rehabilitation centre, and a forum member recently released from prison that has been employed as a coordinator on a project supporting resettlement of prisoners.
- A forum member has set up his own CIC and has secured a contract with the local authority supporting young care leavers.
- In Liverpool, forum members have developed a drop in-centre with Plus Dane Housing.
- As a result of meetings brokered by Revolving Doors, a group of forum members have applied for the very first time to Big Lottery Awards for All to support further development of their mutual aid self-help group in Romford, Essex.

Big Lottery Fulfilling Lives programme

We continue to work with the Big Lottery to help shape their £112 million Fulfilling Lives programme. One result of our input is the extent to which service user involvement became a central element of the programme. We have stayed involved in this work during this period through our partnership with MEAM, who are contracted by the Big Lottery Fund to provide on-going support to the programme, with Revolving Doors delivering service user involvement support. In 2016/17, support focused on developing the service user coordinator network and consultancy to the Brighton and Liverpool Fulfilling Lives sites. As a result of support to the site in Liverpool, the Project Board has approved a proposal, developed by Revolving Doors, to increase financial support for service user involvement work, to enable the creation of a lived experience hub model and add new staff posts.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

Building the social enterprise

A key goal during this year was to consolidate the success in 2015/16 of developing our social enterprise income stream. Social enterprise grew again in 2016/17, achieving an even split between grant and social enterprise income, contributing substantially to the organisation's return to surplus. During the year we completed commercial work for 11 clients, of whom 5 were new. Clients included NHS England, Camden CCG, St Mungo's, Clinks, Centre for Justice Innovation and HMCTS. Our financial performance meant that we were able to hire a Head of Business and Operations in August 2016, bringing much-needed capacity to develop, manage and respond to new business opportunities. We also expanded our social enterprise offer, adding a user research proposition, focused on bringing the voice of service users into the design process of major public services with the aim of making them more responsive people facing multiple needs.

Our business ethics

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

When applying the criteria we will consider whether the project:

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

We will also consider:

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

Fundraising

A small number of trusts and foundations have continued to support our work. This year marked the beginning of two major new core grants, thus broadening and growing our charitable income stream.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

A focus for 2016/17 will be to secure at least two further multi-year grants.

Communication

We continued to extend our reach to a wide range of audiences, stakeholders and supporters. A major focus this year was the development of a new website with the aim of better communication to people with lived experience, and potential new clients and partners. We also published over 20 [blogs](#) and co-signed a Centre for Justice Innovation letter, published in the Times, on problem solving courts.

Our Twitter account, @RevDoors, continues to be a powerful way of sharing information and engaging people in conversations about our work. This year our Twitter following grew to over 8,700 followers. In the first 24 hours following the launch of *Rebalancing Act* our Twitter account earned 13,448 impressions.

Finally, our public profile received a boost with nominations for two major awards. We were shortlisted for UK Social Enterprise Awards 2016 in health and social care, in recognition of our success at building the social enterprise income stream, and for the 2016 Guardian Charity Awards in recognition for our pioneering work with people facing multiple problems.

Public benefit

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

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

Our work aims to improve the lives people facing this situation in a number of ways. In the longer term, we are seeking fundamental reform of policy that will deliver change across the country. To this end, our strategy focuses on building understanding and commitment among political leaders and officials at national level and among a wide range of local leaders who have the power to change services in their area.

We also have a more direct impact in the local areas in which we work. Through our development and partnership programmes, we bring about change in services that have an immediate impact on the individuals using them.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

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.

Outline of work for next 12 months

- We will expand the regional service user forum structure, launching a new forum in Birmingham, with the aim of connecting people with lived experience to decision makers in the West Midlands Combined Authority and other strategic leads.
- We will develop and implement a framework to track progression routes and measure outcomes for the people with lived experience with whom we work.
- Building on our successful financial turnaround, we will expand the research and policy teams to build team resilience and enhance our impact. In particular, we aim to reinvigorate our public affairs function and to build sufficient research capacity to enable us to secure larger scale system-level multiple needs evaluations.
- We will seek renewed funding to grow our research network and for our Capital Gains London policy work, and to continue to support the Lived Experience Team in their role with NHS England.
- We will continue with key successful projects including: Birth Companions, HMCTS user research and Second Generation.

Our remuneration policy

In determining Revolving Doors Agency's remuneration policy the Board takes into account all factors which are deemed necessary and regularly reviews sector averages. The objective of the policy is to ensure that all staff are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the Charity.

The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with other charities ensuring Revolving Doors Agency remains competitive as an employer.

We aim to recruit, subject to experience, at the lower point within a band, providing scope to be rewarded for excellence. We do not employ interns without pay and we are committed to paying the London living wage for all our staff. Delivery of Revolving Doors Agency's charitable vision and purpose is primarily dependent on our staff, which is the largest single element of charitable expenditure.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

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 Lankelly Chase Foundation

The Triangle Trust

Trust for London

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

Rose Fitzpatrick, Deputy Chief Constable of the Police Service of Scotland

Rt Hon Dominic Grieve QC MP

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

Professor Lord Patel of Bradford OBE, Labour Peer and former minister

Lord David Ramsbotham GCB CBE, former HM Chief Inspector of Prisons

Dru Sharpling CBE, HMICFRS

Joe Simpson, Director of The Leadership Centre

Statement of responsibilities of the trustees

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

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

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2017

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

The trustees are responsible for keeping 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.

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2017 was 8 (2016 – 9). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been approved by the trustees on 28 November 2017 and signed on their behalf by

David Williams – Chair

Independent examiner's report

to the trustees

of The Revolving Doors Agency

I report on the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2017.

This report is made solely to the trustees as a body, in accordance with the Charities Act 2011. My examination has been undertaken so that I might state to the trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for my examination, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- 1 Accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 2 The accounts do not accord with those records; or
- 3 The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- 4 The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities

Independent examiner's report

to the trustees

of The Revolving Doors Agency

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:

Name: Noelia Serrano FCA

The Institute of Chartered Accountants in England and Wales

Address: Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Date: 12 December 2017

The Revolving Doors Agency

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2017

	Note	Unrestricted £	Restricted £	2017 Total £	2016 Total £
Income and endowments from:					
Charitable activities	3	428,116	152,500	580,616	514,268
Investments	4	475	–	475	774
Total income		428,591	152,500	581,091	515,042
Expenditure on:					
Charitable activities					
Policy	5	27,293	64,829	92,122	271,197
Service User Involvement	5	305,657	40,200	345,857	157,409
Research	5	65,396	51,188	116,584	85,556
Total expenditure		398,346	156,217	554,563	514,162
Net movement in funds		30,245	(3,717)	26,528	880
Reconciliation of funds:					
Total funds brought forward		136,279	16,883	153,162	152,282
Total funds carried forward		166,524	13,166	179,690	153,162

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

The Revolving Doors Agency

Balance sheet

Company no. 2845452

As at 31 March 2017

	Note	£	2017 £	£	2016 £
Fixed assets:					
Tangible assets	9		–		299
			–		299
Current assets:					
Debtors	10	207,495		70,335	
Cash at bank and in hand		104,146		154,931	
		311,641		225,266	
Creditors: amounts falling due within one year	11	131,951		72,403	
Net current assets			179,690		152,863
Net assets			179,690		153,162
The funds of the charity:	13a				
Unrestricted income funds:					
General funds			166,524		136,279
Restricted funds			13,166		16,883
Total funds			179,690		153,162

The opinion of the directors is that the company is entitled to the exemptions conferred by Section 477 of the Companies Act 2006 relating to small companies

The directors acknowledge the following responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

Approved by the trustees on 28 November 2017 and signed on their behalf by

David Williams
Chair

The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2017

	2017 £	£	2016 £	£
Cash flows from operating activities				
Net cash provided by / (used in) operating activities		(51,260)		43,249
Cash flows from investing activities:				
Investment income received	475		774	
Purchase of tangible fixed assets	-		(785)	
Net cash used in investing activities		475		(11)
Change in cash and cash equivalents in the year		(50,785)		43,238
Cash and cash equivalents at the beginning of the year		154,931		111,693
Cash and cash equivalents at the end of the year		104,146		154,931
Analysis of cash and cash equivalents		104,146		154,931
Cash at bank and in hand		104,146		154,931
(a) Cash flow provided by operating activities:				
Net movement in funds		26,528		880
Depreciation		299		894
Interest received		(475)		(774)
(Increase)/decrease in debtors		(137,160)		19,963
Increase in creditors		59,548		22,286
		(51,260)		43,249

1 Accounting policies

a) Statutory information

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

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015) and the Companies Act 2006.

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

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

c) Public benefit entity

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

d) Income and expenditure recognition

i) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities

ii) Revenue grants are credited to the statement of financial activities when received or receivable, whichever is earlier.

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

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

iv) Expenditure is recognised in the period in which it is incurred and includes attributable VAT which cannot be recovered.

v) Costs of generating funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

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

e) Unrestricted funds

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

f) Restricted funds

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.

g) Depreciation

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

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

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

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.

1 Accounting policies (continued)

h) Allocation of costs

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

i) Leasing

Rentals payable under operating leases, where substantially all of 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) Debtors

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

k) Cash at bank and in hand

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

l) Creditors and provisions

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

m) Pensions

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions

2 Detailed comparatives for the statement of financial activities

	Unrestricted £	Restricted £	2016 Total £
Income and endowments from:			
Charitable activities	363,373	150,895	514,268
Investments	774	-	774
Total income	364,147	150,895	515,042
Expenditure on:			
Charitable activities	362,116	152,046	514,162
Total expenditure	362,116	152,046	514,162
Net movement in funds	2,031	(1,151)	880
Total funds brought forward	134,248	18,034	152,282
Total funds carried forward	136,279	16,883	153,162

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2017

3 Income from charitable activities

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
The Pilgrim Trust	-	-	-	20,000
Lankelly Charitable Trust	104,070	46,300	150,370	88,600
Birth Companions	-	11,900	11,900	-
The Barrow Cadbury Trust	-	36,000	36,000	28,000
City Bridge Trust	-	28,300	28,300	51,900
Trust for London	-	30,000	30,000	30,000
MEAM	5,634	-	5,634	2,395
Triangle Trust	40,000	-	40,000	-
Contract Income	278,412	-	278,412	273,859
Contribution from Civil Servant Placement Scheme	-	-	-	19,514
Total	428,116	152,500	580,616	514,268

In 2016, £363,373 of income from charitable activities was attributed to unrestricted funds and £150,895 to restricted funds.

4 Income from investments

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
Bank interest	475	-	475	774
	475	-	475	774

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2017

5 Analysis of expenditure

	Charitable activities					2017 Total £	2016 Total £
	Policy £	Service User Involvement £	Research £	Governance costs £	Support costs £		
Staff costs (note 7)	54,597	158,596	41,018	-	43,410	297,621	294,416
Direct costs	347	112,996	10,997	-	14,459	138,799	120,283
Rent, rates and utilities	-	-	-	-	24,578	24,578	34,161
IT support	-	-	-	-	22,442	22,442	14,660
Office equipment, stationery and services	-	-	-	-	11,306	11,306	15,799
Travel	-	-	-	-	8,356	8,356	-
Miscellaneous	-	-	-	-	45,707	45,707	31,307
Legal and professional fees	-	-	-	3,000	2,754	5,754	3,536
	54,944	271,592	52,015	3,000	173,012	554,563	514,162
Support costs	36,333	72,765	63,914	-	(173,012)	-	-
Governance costs	845	1,500	655	(3,000)	-	-	-
Total expenditure 2017	92,122	345,857	116,584	-	-	554,563	514,162
Total expenditure 2016	271,197	157,409	85,556	-	-	-	

Expenditure on charitable activities was £554,563 (2016: £514,162) of which £398,346 (2016: £354,550) was unrestricted and £156,217 (2016: £152,045) was restricted.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2017

6 Net income for the year

This is stated after charging / (crediting):

	2017 £	2016 £
Operating lease rentals:	24,578	34,161
Depreciation	299	894
Auditors' remuneration (excluding VAT):		
Under provision	-	536
Independent Examiner's Fees	3,000	3,000
Foreign exchange gains or losses	-	352
	<u>24,877</u>	<u>38,943</u>

7 Staff and Trustees

Staff costs were as follows:

	2017 £	2016 £
Salaries and wages	259,417	248,894
Social security costs	21,410	34,475
Pension costs	16,794	11,047
	<u>297,621</u>	<u>294,416</u>

Staff in receipt of total employee benefits (excluding pension contributions and employers' NI contributions) exceeding £60,000 in the year were as follows:

One employee earned between £70,000 – £80,000 in the year (2016: one).

One Trustee received remuneration for services as explained in note 8. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £151 (2016: £352) incurred by one (2016: three) trustee relating to attendance at meetings of the trustees.

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

The key management personnel of the Charity comprise the Trustees, Chief Executive and the Director. The total employee benefits (including pension contributions and employers' NI contributions) of the key management personnel were £129,858 (2016: £86,418).

The average staff headcount during the year was as follows:

	2017 No.	2016 No.
	<u>7</u>	<u>7.5</u>

The split across activities during the year was as follows:

	2017 No.	2016 No.
Policy	2.5	2.5
Service User Involvement	2.0	2.3
Research	1.5	1.7
Support staff	1.0	1.0
	<u>7.0</u>	<u>7.5</u>

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2017

8 Related party transactions

A benefit of £137.50 (2016 – £235) was paid to a trustee, Leroy Simpson, for their role as a member of the National Service User Forum. We have approached the Charity Commission and received confirmation that no authority is needed for this payment, as it is less than £1,000.

9 Tangible fixed assets

	Office Equipment £
Cost or valuation	
At the start of the year	28,343
Additions in year	–
At the end of the year	<u>28,343</u>
Depreciation	
At the start of the year	28,044
Depreciation for the year	299
At the end of the year	<u>28,343</u>
Net book value	
At the end of the year	<u>–</u>
At the start of the year	<u>299</u>

10 Debtors

	2017 £	2016 £
Aged debtors	164,681	53,024
Prepayments and accrued income	42,814	–
Other debtors	–	17,311
	<u>207,495</u>	<u>70,335</u>

11 Creditors: amounts due within one year

	2017 £	2016 £
Trade creditors	30,456	29,256
Taxation and social security	7,002	12,559
Accruals	45,078	5,408
Pension creditor	6,090	–
VAT	43,325	25,180
	<u>131,951</u>	<u>72,403</u>

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

	Unrestricted £	Restricted £	Total funds £
Fixed assets	–	–	–
Net current assets	166,524	13,166	179,690
Net assets at 31 March 2017	166,524	13,166	179,690

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

	Unrestricted £	Restricted £	Total funds £
Fixed assets	299	–	299
Net current assets	135,980	16,883	152,863
Net assets at 31 March 2016	136,279	16,883	153,162

13a Movements in funds (current year)

	At 1 April 2016 £	Income & gains £	Expenditure & losses £	At 31 March 2017 £
Restricted funds:				
Policy	11,995	66,000	(64,829)	13,166
Service User Involvement	–	40,200	(40,200)	–
Research	4,888	46,300	(51,188)	–
Total restricted funds	16,883	152,500	(156,217)	13,166
Unrestricted funds:				
General	136,279	428,591	(398,346)	166,524
Total funds	153,162	581,091	(554,563)	179,690

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

13b Movements in funds (prior year)

	At 1 April 2015 £	Income & gains £	Expenditure & losses £	At 31 March 2016 £
Restricted funds:				
Policy	6,763	58,000	(52,768)	11,995
Service User Involvement	11,271	54,295	(65,566)	-
Research	-	38,600	(33,712)	4,888
Total restricted funds	18,034	150,895	(152,046)	16,883
Unrestricted funds:				
General	134,248	364,147	(362,116)	136,279
Total funds	152,282	515,042	(514,162)	153,162

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

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

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

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

14 Operating lease commitments

The charity has no minimum lease payments under non-cancellable operating leases (2016 – NIL).