



Company number: 2845452

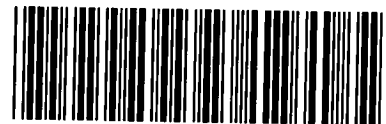
Charity number: 1030846

The Revolving Doors Agency

Report and Financial Statements

For the year ending 31 March 2019

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Revolving Doors Agency

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For the year ended 31 March 2019

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The Revolving Doors Agency

Reference and administrative details

For the year ended 31 March 2019

Company number 2845452

Charity number 1030846

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

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

S Ahmad	Joined 11 th June 2019
C Beal	Joined 11 th June 2019
C Clarke	Treasurer
S Donaldson	Joined 30 th April 2019
C Dykes	Until 25 th September 2018
C Hedderman	
N Maguire	Until 25 th September 2018
J Marsh (Johnson)	Joined 30 th April 2019
J McKibben	Resigned 30 th April 2019
I Parker	
M Rutherford	Joined 11 th June 2019
L Simpson	Until 25 th September 2018
R Street	Joined 30 th April 2019
T Webb	
D Williams	Chair

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

Russell-Cooke LLP
8 Bedford Row
London, WC1R 4BX

Independent Examiner 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 2019

Message from Chair of Trustees

2018/19 has been a very successful year of policy impact for Revolving Doors Agency, in particular through our major campaign, Short-sighted. A commitment to develop options for restricting the use of short custodial sentences is now part of the Ministry of Justice's Single Departmental Plan 2019–22 for the first time.

In our 25th Anniversary year we celebrated our impact over the last 25 years including: moving the term 'revolving doors' from margins to mainstream; focusing national attention on people with 'multiple and complex needs'; pioneering the Linkworker model; and our key role in the national roll out of Liaison and Diversion services. We also restated the case for the 'revolving door group' understanding that, despite huge progress, our mission remains critical as ever. I was proud to co-host a national event with our lived experience team, welcoming Minister Argar and the sector to join us in ending the revolving door of crisis and crime.

This year we are delighted to have been awarded runner up in the Justice Alliance Awards for Outstanding Organisation, which recognises our sector-leading lived experience work with NHS England coproducing the design of a national model of peer support. Our models and expertise in lived experience are increasingly sought by others and we are pleased to be expanding our social enterprise work, helping others achieve greater impact.

All of this work has been underpinned by strong financial performance. Last year the Board took the strategic decision to designate funds (achieved through a large surplus in 2017/18) into this year's budget. We made this investment in order to capitalise on the opportunities afforded by our 25th anniversary and increase our policy and communications work. Operating within our set budget we were able to, once again, add funds into our unrestricted reserves at the end of this year. Allowing for the costs that have been allocated to the designated funds, we can report a fourth year of surplus, demonstrating our increased resilience and sustainability.

As we continue to develop and build a strong reputation for high quality evidence-based research and engagement with leading policy makers, we recognise the value in recruiting a new chair with skills in influencing policy and with connectivity in our sector. After nearly 9 years of involvement with Revolving Doors Agency I will be sad to leave but proud to leave the organization in good shape to make the next big step forward; ending the Revolving Door Cycle is actually in sight.

On behalf of trustees, sincere thanks to all our funders, clients and partners; thank you to our lived experience members, and thanks for commitment and dedication of our staff team.

The Revolving Doors Agency

Trustees' annual report

for the year ended 31 March 2019

The trustees present their report and the un-audited financial statements for the year ended 31 March 2019.

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

Vision, mission and objectives

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 thereby 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.

Our vision, mission and strategic aims are currently being refreshed. 2018–19 is a time of transition and so we report below under key areas of achievement. These are:

1. In our 25th anniversary year, restating the case for the 'revolving door' and reaffirming our position as sector leaders
2. Changing national justice policy through our successful campaign, Short-sighted
3. Taking lived experience in criminal justice to impact commissioning at greater scale
4. Developing our user research and peer research methods so they remain sector-leading
5. Helping others to maximise their impact through evaluations and consultancy across research and lived experience

1. In our 25th anniversary year, restating the case for the 'revolving door' and reaffirming our position as sector leaders

Our 25th Anniversary celebration was a key opportunity to reaffirm our mission and position, to rebuild key relationships and to set the agenda around the 'revolving door group'. We held a successful event, coproduced with the lived experience team, with the Minister Edward Argar MP as keynote speaker and a range of influential guests from across sectors. At the event we published our *1.8million* report which demonstrated the scale of the revolving door and restated our core mission; despite progress over the last 25 years our work remains as critical as ever. We also signalled our new direction to focus more on stopping people from entering the revolving door in the first place. The Minister summed up our model for changing the world; "Revolving Doors brings a powerful combination of lived experience and research to inform policy. This is very powerful."

We were reappointed to the Ministerial Advisory Board on Female Offenders and contributed to the development of the Strategy on Female Offenders. The Strategy places front and centre a

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Trustees' annual report

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commitment to reduce the use of short sentences for women and we were delighted to be quoted alongside the Minister in their press release.

We ramped up our communications across social and traditional media. We achieved 16 national media hits (up from 3 last year). These were across a range of media including The Sun, The Telegraph, The Times, BBC, Channel 4 News, Sky News, The Guardian, The Evening Standard, LBC Radio, The Independent. Importantly, 8 of the 16 were based on evidence and stories we had developed, for example, through Freedom of Information requests or working directly with a journalist to place the story. Additional trade press included pieces in Policing Insight, Independent Monitor, Children and Young People Now, and Probation Quarterly. We now have 11k twitter followers (up 15% on last year), an important platform for communicating our campaigns and sharing our learning. Over the last 4 years we have increased our reach on twitter by 60%.

2. Changing national policy through our successful campaign, Short-sighted

In March 2018 we launched an ambitious new campaign calling for a new presumption against prison sentences of less than 6 months. This campaign idea emerged from our Forums' priorities and was shaped by both lived experience and new research evidence we generated.

Within a few weeks some 20 organisations and several parliamentarians signed up to our campaign, including Rt Hon Dominic Grieve QC MP, Professor Lord Patel OBE and Baroness Corston. In this year we have pushed our campaign forward. We shared our evidence with the Justice Ministerial Team, No. 10, the Justice Select Committee, other MPs and Police and Crime Commissioners and built momentum for change. We met with Rory Stewart MP, the Justice Minister responsible for sentencing twice, both times with lived experience team members, as well as other Ministers including Minister Lee, Minister Argar and Minister Frazer whose portfolios collectively include responsibility for offender health, female offenders, victims and the courts. We used freedom of information legislation and parliamentary questions to discover new information and put it into the public sphere.

Our impact has been significant. In a landmark speech in February 2019 the Justice Secretary stated that "There is a very strong case for abolishing prison terms of six months or less". By June 2019 the commitment to develop options for restricting the use of short custodial sentences was part of the Ministry of Justice Single Departmental Plan 2019-22.

Throughout the campaign we have tracked our impact. Some highlights include the Justice Minister Rory Stewart MP referring to our work in parliament saying "I pay tribute to Revolving Doors, which is a very impressive charity". The following month he described short sentences "short-sighted" in the Guardian. Ministers have consistently reflected out key messages and findings. Since the launch of our campaign there has been a 7-fold increase in media coverage of short sentences, as well as a shift towards more positive tone.

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for the year ended 31 March 2019

Other highlights during the year include our work to influence policy and practice across London. We published a report entitled *No Justice in the Capital*, which showed that people caught in the revolving door of crisis and crime have been unable to access support for as many as 37,500 legal problems since the introduction legal aid cuts.

Our work with Police and Crime Commissioners is having a significant impact. 25 PCCs have engaged with us or sought our expertise on multiple needs, including in areas of lived experience consultancy and commissioning. Most notably, we contributed to the development of health and justice strategies in the West Midlands and Greater Manchester, as well as the implementation of the homelessness trailblazer in Cambridgeshire led by the PCC. We published a new Spotlight on PCCs' responses to Substance Use and released a new podcast on the role of PCCs in enabling change.

We monitor the impact of our national policy work. We responded to 6 government consultations this year (3 of which have been published to date). To date they include more 20 references to Revolving Doors Agency's evidence demonstrating its value. The Health & Social Care Committee Inquiry into prisoners' health included 17 references to our evidence.

3. Taking lived experience in criminal justice to impact commissioning at scale

We are proud to have supported the development of an innovative new model of peer support to sit within national Liaison and Diversion services. Liaison and Diversion services identify vulnerable people in the early stages of the criminal justice system – primarily courts and police – in order to help divert them out of criminal justice or receive better care if they need to progress through the system.

We have spearheaded the coproduction of the peer support model that is founded on the creation of paid and voluntary roles for people who have been through the criminal justice system. Our evaluation of the two trial sites found notable impact in improving engagement levels of people with the most chaotic backgrounds. This work was runner up in the Criminal Justice Alliance Awards for Outstanding Organisation. The judges praised this "clear new model of delivery with excellent evidence of impact".

Alongside this we remain Co-Chairs of the influential Bradley Report Group, a coalition of 40 organisations focused on ensuring ongoing cross-party commitment to the roll out of national liaison and diversion services.

In the East Midlands our lived experience panel working alongside the regional health and justice commissioners moved into mainstream provision with a 3-year contract, ensuring this perspective is embedded across the region. This approach was recognised at national awards as an exemplar. We hope to build on this, as other regions recognise the value and impact.

Finally, our regional lived experience forums have further enhanced their reputation as *the* place for decision makers to access the authentic experiences and views of people who have

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Trustees' annual report

for the year ended 31 March 2019

lived experience of multiple needs with guests including Ministry of Justice, Greater Manchester Health and Justice Team, West Midlands Combined Authority, Police and Crime Commissioners, the Chief Inspector of Probation and journalists. This year we have implemented our new coproduced lived experience strategy and we are now tracking progression for all lived experience members assessing how and why our work makes a personal impact on people. This has been a significant investment and we will be ready to report on this next year.

4. Developing our user research and peer research methods

This year we have assigned development time into our research function and offer, including developing new methods of peer research tested in work with HMI Probation; and conducting user research so that understanding of user needs fed into *Transforming Justice*, a major national government programme at HMCTS. Our aim is to stay at the cutting edge of peer and user research, producing research that delivers impact.

We completed our peer research project exploring vulnerable women's experiences of maternal health services in north-east London in partnership with Birth Companions. Our findings were presented by women with lived experience to commissioners and are being taken forward in their local plans.

Our ground-breaking research network on severe and multiple disadvantage continues to bring academics, commissioners, voluntary sector researchers and peer researchers together to further our collective understanding. We published a literature review on the prevalence and impact of loss and bereavement on individuals experiencing severe and multiple disadvantage with the aim of increasing sector understanding, inspiring researchers to develop further evidence, and helping policy-makers and practitioners to develop more effective responses.

Our podcast *In Other Words* sought to challenge current thinking asking why the issue of poverty is shut out from criminal justice debates and what is the role of trauma or Adverse Childhood Experiences (ACEs) in the revolving door. Key contributors include Professor Suzanne Fitzpatrick, Heriot-Watt University; John McTernan, formerly Director of Political Operations for Tony Blair; Professor James Nazroo, The University of Manchester; and people with lived experience. The podcast has achieved over 1,000 listeners.

5. Helping others to maximise their impact through evaluations and consultancy across research and Lived Experience

The aim of our evaluations and consultancy is to help others better end the revolving door of crisis and crime; we seek to share our learning and generate income to support our policy work. During the year we have conducted 7 service evaluations. A highlight of the year has been working with Birmingham Changing Futures Together to evaluate systems change across Birmingham Fulfilling Lives Site.

We have broadened our reach this year working with Inspectorates, think tanks and academics, including conducting peer research with HMI Probation; undertaking research into self-inflicted

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deaths in custody with the University of Manchester and starting new work funded by the NIHR on Cancer in Prisons with Kings College London.

Our consultancy delivered to over 50 Help Through Crisis partnerships, as part of a major National Lottery Community Fund Programme, has significantly improved and embedded coproduction across the partnerships. Revolving Doors' bespoke workshops helped areas improve the development of lived experience in governance and strategy, as well as established lived experience groups and develop their own peer research. Further coproduction consultancy to the Fulfilling Lives partnerships has helped areas explore means for experience groups to become independent and self-funding.

Outline of work for next 12 months

We will develop and publish a new organisational strategy for the next 5 years. This work will be coproduced between the staff team, our lived experience forums and the Board. It will build on the platform of our 25th where we shared our ambition for a smarter criminal justice system.

Building on our campaign, Short-sighted, we will continue to press the government to publish legislation and to further embed this policy into 'business as usual' at Ministry of Justice. We will encourage opposition parties to adopt a public position on restricting use of short sentences and we will continue to work with the media and the sector to shift the tone of the debate and make the unassailable case for reform.

Next year marks 10 years since the landmark Bradley Report. As Co-Chair of the Bradley Report Group we will use this opportunity to remake the case for diverting people with mental ill-health, learning disabilities and other "vulnerabilities" away from the criminal justice system. We will publish a new report and coproduce a national event with our lived experience members, NHS England and NHS Improvement, and Health and Social Care and Justice Ministers.

We will kick-start our exciting new policy work with Police and Crime Commissioners and Police Services to embed trauma- and poverty-informed practice into policing of young adults. Summer 2019 will see the launch of our Lived Experience Advisory Panel, working in parallel to our Board including on the development of our strategy.

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.

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Trustees' annual report

for the year ended 31 March 2019

Recruitment, appointment and induction 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. The induction and training of trustees includes the provision of up-to-date financial and other information about the agency, Charity Commission publications giving guidance on the role of trustees, a skills audit, and a meeting with the Chief Executive and other staff.

Organisational structure

Revolving Doors' staff averaged 9.75 during 2019 (2018: 9.8). Our staff are split into 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.

Financial review

Revolving Doors Agency incoming resources in the year ended 31 March 2019 totalled £646,066, with principle sources being contracts or grants to carry out direct charitable activity. The Trustees designation of £66,910 from the year ended 31 March 2018, towards the activities around our 25th Anniversary, providing the charity the opportunity to renew our profile and scope within the sector, further supporting our ability to invest in our mission.

As such, whilst there is a 9% reduction in income from the year ended 31 March 2018 (£711,756), this was planned for by Trustees of the charity, and further has allowed us to maintain reserves in line with our policy as per below.

We have continued to maintain a balance between contract income to deliver charitable activity and grant funding.

Business Ethics

We have worked to ensure that our commercial activity enhances, and does not detract from our overall mission and aims. All potential commercial projects are evaluated against a number of criteria before we commit to them. When applying the criteria we will consider whether the project:

- helps achieve our mission and strategic goals;
- promotes our values;
- increases our knowledge;
- enhances our reputation and brand;
- allows for the genuine involvement of service users;
- will have a positive impact on people's lives.

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for the year ended 31 March 2019

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 number of charitable trusts and foundations have continued to support our work, enabling the stabilisation of our charitable income stream which continues to be a focus for development. 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:

- The Barrow Cadbury Trust
- The Lankelly Chase Foundation
- The Triangle Trust
- Trust for London

Total resources expended in the year amounted to £693,013 compared to £607,321 in the previous year, an increase of 14%. This reflected an increase in project delivery and activity, in particular our Regional Forums and policy and communications surrounding our 25th anniversary.

Patrons

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

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.

The reserve requirement identified by trustees is £190,522, equal to three months' running costs based on the approved (Board April 2019) 2019/20 budget. As such the trustees are confident that there are sufficient free reserves to both meet future commitments and as such have approved the designation of £14,116 towards a programme of communications

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for the year ended 31 March 2019

development. At 31 March 2019, the free reserves, excluding the designation, amounted to £193,626.

Risk management

The Board has ultimate responsibility for the effective management and oversight of risk.

An updated Board risk register was adopted in January 2019 which identified major inward- and outward-facing risks relating to:

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

Board manages these risks actively through recurring and special focus items on the Board agenda; the full risk register is brought back to Board annually for review.

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 of 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 England and Wales. To this end, our strategy focuses on building understanding and commitment among political leaders and policy makers at national level and among a wide range of local leaders who have the power to change services in their area. We also have a more direct impact in the local areas in which we work. Through our 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, lived experience forum members improve their skills, confidence and social networks, all of which helps in their recovery and reintegration into

The Revolving Doors Agency

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for the year ended 31 March 2019

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.

Our remuneration policy

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

Doors Agency remains competitive as an employer.

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

Statement of responsibilities of the trustees

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

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

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are

The Revolving Doors Agency

Trustees' annual report

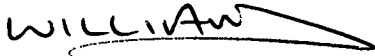
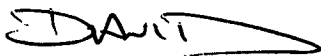
for the year ended 31 March 2019

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 2019 was 6 (2018 – 8). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The trustees' annual report has been approved by the trustees on 2nd OCTOBER 2019 and signed on their behalf by



David Williams – Chair

Independent examiner's report

To the trustees of

The Revolving Doors Agency

I report to the trustees on my examination of the accounts of Revolving Doors Agency for the year ended 31 March 2019.

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 trustees of the Company you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act')/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 the Company's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011 ('the 2011 Act').

Independent examiner's statement – matter of concern identified

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 Accounts in England and Wales, which is one of the listed bodies.

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

- 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 DChA

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

Date: 8 October 2019

The Revolving Doors Agency

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

For the year ended 31 March 2019

	Note	Unrestricted £	Restricted £	2019 Total £	2018 Total £
Income and endowments from:					
Charitable activities	3	535,386	110,265	645,651	711,214
Investments	4	415	-	415	542
Total income		535,801	110,265	646,066	711,756
Expenditure on:					
Charitable activities					
Policy	5	150,335	49,665	200,000	178,649
Lived experience	5	232,502	20,306	252,808	214,464
Research	5	181,014	59,191	240,205	214,208
Total expenditure		563,851	129,162	693,013	607,321
Net movement in funds		(28,050)	(18,897)	(46,947)	104,435
Reconciliation of funds:					
Total funds brought forward		235,792	48,333	284,125	179,690
Total funds carried forward		207,742	29,436	237,178	284,125

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.

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Balance sheet

Company no. 2845452

As at 31 March 2019

	Note	£	2019 £	£	2018 £
Fixed assets:					
Tangible assets	9		<u>2,067</u>		<u>3,597</u>
			<u>2,067</u>		<u>3,597</u>
Current assets:					
Debtors	10	<u>148,257</u>		261,708	
Cash at bank and in hand		<u>158,756</u>		<u>110,137</u>	
		307,013		371,845	
Creditors: amounts falling due within one year	11	<u>71,902</u>		<u>91,317</u>	
Net current assets			<u>235,111</u>		<u>280,528</u>
Net assets			<u>237,178</u>		<u>284,125</u>
The funds of the charity:	13a				
Unrestricted income funds:					
Designated funds		14,116		66,910	
General funds		<u>193,626</u>		<u>168,882</u>	
			<u>207,742</u>		<u>235,792</u>
Restricted funds			<u>29,436</u>		<u>48,333</u>
Total funds			<u>237,178</u>		<u>284,125</u>

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

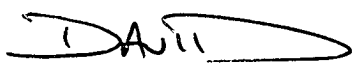
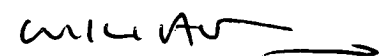
The directors acknowledge the following responsibilities:

- (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 2nd OCTOBER 2019

and signed on their behalf by



David Williams
Chair

The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2019

	2019 £	2018 £
Cash flows from operating activities		
Net cash provided by operating activities	48,204	10,039
Cash flows from investing activities:		
Investment income received	415	542
Purchase of tangible fixed assets	-	(4,590)
Net cash used in investing activities	415	(4,048)
Change in cash and cash equivalents in the year	48,619	5,991
Cash and cash equivalents at the beginning of the year	110,137	104,146
Cash and cash equivalents at the end of the year	158,756	110,137
Analysis of cash and cash equivalents	158,756	110,137
Cash at bank and in hand	158,756	110,137
(a) Cash flow provided by operating activities:		
Net movement in funds	(46,947)	104,435
Depreciation	1,530	993
Interest received	(415)	(542)
Decrease/(increase) in debtors	113,451	(54,213)
(Decrease) in creditors	(19,415)	(40,634)
	48,204	10,039

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) Fund accounting

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

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

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

f) Depreciation

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

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

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

1 Accounting policies (continued)

g) Allocation of costs

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

h) 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.

i) 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.

j) 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.

k) Pensions

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

2 Detailed comparatives for the statement of financial activities

	Unrestricted £	Restricted £	2018 Total £
Income and endowments from:			
Charitable activities	524,319	186,895	711,214
Investments	542	-	542
Total income	524,861	186,895	711,756
Expenditure on:			
Charitable activities			
Policy	107,161	71,488	178,649
Lived experience	161,356	53,108	214,464
Research	187,076	27,132	214,208
Total expenditure	455,593	151,728	607,321
Net movement in funds	69,268	35,167	104,435
Total funds brought forward	166,524	13,166	179,690
Total funds carried forward	235,792	48,333	284,125

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2019

3 Income from charitable activities

	Unrestricted £	Restricted £	2019 Total £	Unrestricted £	Restricted £	2018 Total £
University of Manchester	-	16,131	16,131	-	6,960	6,960
Lankelly Charitable Trust	98,471	40,873	139,344	99,588	40,345	139,933
Birth Companions	-	11,186	11,186	-	46,513	46,513
The Barrow Cadbury Trust	-	20,500	20,500	-	32,000	32,000
Trust for London	-	15,000	15,000	-	30,000	30,000
Clinks	-	-	-	-	19,487	19,487
City of Westminster	-	-	-	-	9,990	9,990
AVA	-	-	-	-	1,600	1,600
The Triangle Trust	25,000	-	25,000	30,000	-	30,000
National Institute for Health Research	-	2,450	2,450	-	-	-
Off Road Media	-	4,125	4,125	-	-	-
Contract Income	409,857	-	409,857	394,731	-	394,731
Other income	2,058	-	2,058	-	-	-
Total	535,386	110,265	645,651	524,319	186,895	711,214

4 Income from investments

	Unrestricted £	Restricted £	2019 Total £	Unrestricted £	Restricted £	2018 Total £
Bank interest	415	-	415	542	-	542
	415	-	415	542	-	542

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2019

5a Analysis of expenditure (Current year)

	Charitable activities					2019 Total £	2018 Total £
	Policy £	Lived Experience £	Research £	Governance costs £	Support costs £		
Staff costs (note 7)	129,584	107,799	134,038	15,226	37,119	423,766	420,871
Direct costs	6,941	91,208	41,079	-	-	139,228	102,892
Rent, rates and utilities	-	-	-	-	30,897	30,897	26,768
Consultant costs	7,044	7,044	7,044	-	19,966	41,098	-
IT support	-	-	-	-	5,142	5,142	4,288
Office equipment, stationery and services	-	-	-	-	11,606	11,606	13,183
Travel	-	-	-	-	6,865	6,865	6,425
Miscellaneous	-	-	-	-	23,541	23,541	17,897
Legal and professional fees	-	-	-	-	10,870	10,870	14,997
	143,569	206,051	182,161	15,226	146,006	693,013	607,321
Support costs	51,102	42,341	52,563	-	(146,006)	-	-
Governance costs	5,329	4,416	5,481	(15,226)	-	-	-
Total expenditure 2019	200,000	252,808	240,205	-	-	693,013	607,321
Total expenditure 2018	178,649	214,464	214,208	-	-	607,321	-

Expenditure on charitable activities was £693,013 (2018: £607,321) of which £563,851 (2018: £455,593) was unrestricted and £129,162 (2018: £151,728) was restricted.

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2018

5b Analysis of expenditure (Prior year)

	Charitable activities			Governance costs £	Support costs £	2018 Total £
	Policy £	Lived Experience £	Research £			
Staff costs (note 7)	113,937	122,437	121,166	14,396	48,935	420,871
Direct costs	12,715	43,087	41,045	-	6,045	102,892
Rent, rates and utilities	-	-	-	-	26,768	26,768
IT support	-	-	-	-	4,288	4,288
Office equipment, stationery and services	-	-	-	-	13,183	13,183
Travel	-	-	-	-	6,425	6,425
Miscellaneous	-	-	-	-	17,897	17,897
Legal and professional fees	-	-	-	3,120	11,877	14,997
	126,652	165,524	162,211	17,516	135,418	607,321
Support costs	46,042	43,334	46,042	-	(135,418)	-
Governance costs	5,955	5,606	5,955	(17,516)	-	-
Total expenditure 2018	178,649	214,464	214,208	-	-	607,321

The Revolving Doors Agency

Notes to the financial statements

For the year ended 31 March 2019

6 Net income for the year

This is stated after charging / (crediting):

	2019 £	2018 £
Operating lease rentals:	31,275	24,075
Depreciation	1,530	993
Independent Examiner's Fees	2,700	2,600
	<u>35,505</u>	<u>27,668</u>

7 Staff and Trustees

Staff costs were as follows:

	2019 £	2018 £
Salaries and wages	369,107	359,574
Social security costs	28,570	38,532
Pension costs	26,089	22,765
	<u>423,766</u>	<u>420,871</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 £80,000 – £90,000 in the year (2018: £70,000 – £80,000 – one).

No Trustee received remuneration for services. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £408 (2018: £113) incurred by 1 (2018: 2) 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 £165,780 (2018: £138,463).

The average staff headcount during the year was as follows:

2019 No.	2018 No.
<u>10</u>	<u>10</u>

The split across activities during the year was as follows:

	2019 No.	2018 No.
Policy	2.0	2.5
Lived Experience	3.0	3.0
Research	4.0	3.5
Support staff (including governance)	1.0	1.0
	<u>10.0</u>	<u>10.0</u>

8 Related party transactions

There were no related party transactions in 2019.

9 Tangible fixed assets

	Office Equipment £
Cost or valuation	
At the start of the year	32,933
Additions in year	–
At the end of the year	<u>32,933</u>
Depreciation	
At the start of the year	29,336
Depreciation for the year	1,530
At the end of the year	<u>30,866</u>
Net book value	
At the end of the year	<u><u>2,067</u></u>

10 Debtors

	2019 £	2018 £
Aged debtors	148,257	229,741
Prepayments and accrued income	–	31,967
	<u>148,257</u>	<u>261,708</u>

11 Creditors: amounts due within one year

	2019 £	2018 £
Trade creditors	19,738	23,412
Taxation and social security	9,647	11,934
Accruals	10,934	10,122
Pension creditor	4,454	6,266
VAT	27,129	39,583
	<u>71,902</u>	<u>91,317</u>

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

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	2,067	–	–	2,067
Net current assets	191,559	14,116	29,436	235,111
Net assets at 31 March 2019	193,626	14,116	29,436	237,178

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

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	3,597	–	–	3,597
Net current assets	165,285	66,910	48,333	280,528
Net assets at 31 March 2018	168,882	66,910	48,333	284,125

13a Movements in funds (current year)

	At 1 April 2018 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2019 £
Restricted funds:					
Policy	23,165	35,500	(49,665)	–	9,000
Lived experience	4,995	15,311	(20,306)	–	–
Research	20,173	59,454	(59,191)	–	20,436
Total restricted funds	48,333	110,265	(129,162)	–	29,436
Unrestricted funds:					
General	168,882	535,801	(496,941)	(14,116)	193,626
Designated funds	66,910	–	(66,910)	14,116	14,116
Total general funds	235,792	535,801	(563,851)	–	207,742
Total funds	284,125	646,066	(693,013)	–	237,178

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

13b Movements in funds (prior year)

	At 31 March 2017 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2018 £
Restricted funds:					
Policy	13,166	81,487	(71,488)	-	23,165
Lived experience	-	58,103	(53,108)	-	4,995
Research	-	47,305	(27,132)	-	20,173
Total restricted funds	13,166	186,895	(151,728)	-	48,333
Unrestricted funds:					
General	166,524	524,861	(455,593)	(66,910)	168,882
Designated funds	-	-	-	66,910	66,910
Total general funds	166,524	524,861	(455,593)	-	235,792
Total funds	179,690	711,756	(607,321)	-	284,125

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

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

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

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

Trustees took the decision to designate £14,116 of general funds as at 31 March 2019 towards a programme of communications development.