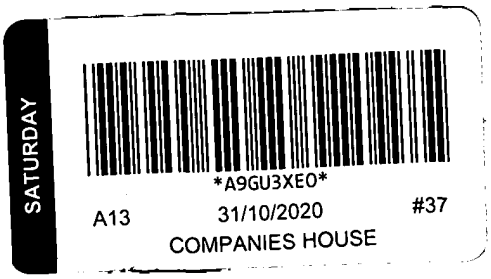
Company number: 2845452
Charity number: 1030846

The Revolving Doors Agency

Report and Financial Statements

For the year ending 31 March 2020



Revolving Doors Agency

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The Revolving Doors Agency

Reference and administrative details

For the year ended 31 March 2020

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 11th June 2019
C Beal	Joined 11th June 2019
C Clarke	Treasurer
S Donaldson	Joined 30th April 2019
C Hedderman	
J Marsh (Johnson)	Joined 30th April 2019
J McKibben	Resigned 30th April 2019
I Parker	
S Payne	Chair joined 26th Nov 19
M Rutherford	Joined 11th June 2019
R Street	Joined 30th April 2019
T Webb	
D Williams	Resigned 26th November 2019

Principal staff	(Helen) Christina Marriott	Chief Executive (Resigned 13th May 2020)
	Katy Savage	Head of Partnerships
	Andy Williams	Head of Involvement
	Nathan Dick	Head of Policy

Bankers	Co-operative Bank Plc. Balloon Street Manchester M60 4EP	CAF Bank Ltd Kingshill West Malling Kent, ME19 4TA
	Virgin Money 1 Jubilee House Gosforth Newcastle Upon Tyne NE3 4PL	Triodos Bank UK Ltd Deanery Road Bristol BS1 5AS
Solicitors	Bates Wells LLP 10 Queen Street Place London, EC4R 1BE	Russell-Cooke LLP 8 Bedford Row London, WC1R 4BX
Independent Examiner	Sayer Vincent LLP Chartered Accountants and Statutory Auditors Invicta House, 108-114 Golden Lane London, EC1Y 0TL	

Message from Chair of Trustees

I joined as Chair of Trustees at the end of November, just over halfway through another hugely successful year for the charity. As a result of our 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. It is a striking example of how the team has been able to continue to have impact despite the state of political flux over the last 12 months. 2019/20 was the first year of our New Generation policing project, a highlight of which was a retreat in December bringing together police and crime commissioners, senior police officers and young people. The last year has also been notable for the growing influence of our lived experience members on criminal justice decision-makers through our regional forums, Health & Justice Lived Experience Team and Panel, and the National Expert Citizen's Group.

These achievements have been underpinned by strong finances. 2019/20 saw a growth in both social enterprise and grants income. We welcomed the return of several major funders, the beginning of new core funder relationships and, for the first time, major funding from multiple sources to develop our forum model. As a result, we finished the year with a surplus of just over £200,000. This is an exceptional result - a testament to the confidence of funders and clients in our ability to achieve results, and the culmination of five years of hard work to return the charity to sustainability.

The financial result places Revolving Doors Agency in a strong position to face the challenges of the Covid-19 pandemic, both in terms of organisational resilience and in our ability to support, and work with and for our lived experience members. Covid-19 and the resulting lockdown have changed everything about our operating model, but the team was quick to react and swift in the way that it adapted. I have been particularly impressed by how quickly the team moved our lived experience consultation and coproduction activities online, supporting members to engage in a variety of new ways. The team will take forward the lessons learned from this period - we all recognise that it won't simply be a case of going back to "business as usual". The Board acknowledges that we are in a fortunate position compared to so many other charities. We have been able to continue working and to continue working as a team - no staff have been furloughed. As a result, we still have the capability and capacity to focus on implementing our new strategy and achieving impact for our client group.

My first public event as Chair was a roundtable in early 2020 to launch our **new five-year strategy**. The strategy presents our ambition for a smarter criminal justice system that makes the revolving door avoidable and escapable. We will be focusing on three key stages in the criminal justice system: policing, the courts and probation. And we aim to embed lived experience insight in criminal justice decision-making throughout the system. The strategy also recognises that the criminal justice system can further embed structural disadvantages of poverty, racism and trauma. Understanding inequality is core to our work, and the Black Lives Matter movement, re-invigorated by the death of George Floyd, has resonated deeply with us

all. We know we need to do more, both as a sector and as an organisation, to tackle the undeniable racisms in our society and its systemic, corrosive presence in our criminal justice system.

2019/20 has been a year of transition for Revolving Doors Agency. We have a new strategy, a new Chair and, at the end of the year, prepared for the departure of Christina Marriott, our inspirational Chief Executive Officer for the last five years. I pay tribute to both David Williams, who has served Revolving Doors Agency with great dedication for eight years, first as a trustee and latterly as Chair, and to Christina. It is thanks to Christina's leadership - her vision, ambition and sheer hard work - that Revolving Doors Agency is in such a strong place at this most uncertain of times. I share the team's delight that Christina's exceptional work was recognised in her being shortlisted for CEO of the Year at the Third Sector Awards. The Board wishes her the very best in her new role leading the Royal Society for Public Health.

On behalf of the trustees, I offer sincere thanks to all of our funders, clients and partners; thank you to our lived experience members, whose insight drives our thinking and actions; and thank you to our staff team and associates for their commitment.

The trustees present their report and the un-audited financial statements for the year ended 31 March 2020.

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

In February 2020 we launched our new strategy 2020-2024, setting out our ambition for a smarter criminal justice system that makes the revolving door avoidable and sustainable. Our vision is freedom from the cycle of crisis and crime.

The strategy, coproduced with the staff team, lived experience members and trustees, gives the organisation a renewed focus on repeat offenders. For those in the revolving door, the criminal justice system is the one system that they cannot opt out of. It repeatedly comes into their lives, often bringing about more damage and chaos, and driving the cycle of crisis and crime. We want the criminal justice system to stop missing the millions of opportunities it has each year to break this cycle. The strategy reaffirms our long-standing commitment to large-scale change. We seek long-lasting, systemic, large-scale change for those in, or entering, the revolving door.

In delivering our ambition we are concentrating on three key stages of the criminal justice system, plus one cross-cutting objective:

1. **Policing**: we are working with police services and police and crime commissioners to develop mainstreamed responses from first contact to prosecution.
2. **Courts**: we are engaging the reform programme, providing evidence and lived experience insight, to improve the design of the court and tribunal systems.
3. **Probation and community sentences**: we will develop the evidence base to support service design and delivery - around population need and service effectiveness.
4. And, throughout, we are bringing **lived experience to the heart of decision making in the criminal justice system**, aiming to embed and mainstream it.

As the strategy was launched late in the year, we will report key achievements against these four areas plus two additional key areas of work.

Key achievements in 2019/20

1. Policing

Over the course of the year we have worked with key partners to assess the need for a different approach to young adults (18-25) who are at risk of entering the revolving door. We concluded that much more is needed to support police to divert young adults away from the criminal justice

system and into more appropriate support services. To achieve this goal, we secured funding for our New Generation Policing project. This multi-faceted project is funded by Barrow Cadbury Trust, Esmée Fairbairn Foundation and Lloyds Bank Foundation. We are securing partnerships with police and crime commissioners and local police, and recruiting young adults in the system to co-create better solutions, gathering data, researching service design options, and conducting research into the lives of young adults.

This project was initiated at an incredibly successful residential conference in December 2019, bringing together elected police and crime commissioners, senior police and young adults (supported by Leaders Unlocked) to start the conversation on what could be done differently. Since this, we have published an evidence briefing to identify young adults in the revolving door, started to recruit young adults to support our campaign for change, and attracted requests from 19 police and crime commissioners to be one of our five trailblazer sites where we will develop and trial new approaches to supporting young adults.

2. Courts

We seek to influence *Transforming Justice*, the government's courts reform programme through our membership of key policy groups and by delivering user research on behalf of HM Courts and Tribunals Service (HMCTS). We have focussed on ensuring court reform considers and responds to lived experience, and considers the diverse needs of those who enter our courts as defendants, both in-person and virtually.

Our first user research contract of the year focused on how HMCTS call handlers respond to people with multiple and complex needs. The findings had major service design impact, with the Head of Inclusive Service Design reporting that it had been "instrumental" in shaping their team's programme of work for the remainder of the year. Actions taken forward as a result of the research include the development of a communication approach to better equip call handling staff (the HEAR(D) model, subsequently tested at our regional forums), and adoption of a trauma-informed approach to call handling, with additional training for call handlers.

In March 2020 we began a new piece of user research for the Crime Programme at HMCTS. This is the first time they have commissioned research with defendants, bringing their voice and experiences directly to the ears of decision makers for the first time. Practical recommendations will focus on how defendants - both with and without legal representation, in person and through video hearings - can be better supported to engage throughout their courts journey. Kicking off the week that the country went into lockdown in response to Covid-19, the project has also showcased our flexibility and ability to rapidly adapt our delivery models: all participants have been recruited and interviewed remotely.

3. Probation and community sentences

Following on from our highly influential campaign to curb the use of short prison sentences of less than 6 months, we prioritised the improvement of community sentences and supervision that can act as a viable alternative to prison for the non-violent offences that so often lead to

harmful short prison sentences.

We have played a significant role in bringing lived experience into the design of Liaison and Diversion services, which completed their national roll-out in 2019/20. We have supported the re-vitalisation of under-utilised Community Sentence Treatment Requirements (CSTRs) for people with underlying mental health and substance misuse issues that are contributing towards their offending behaviour. Furthermore, we have supported design of RECONNECT, a health-led prison resettlement programme that is aimed at those who were not eligible for other diversion or community alternatives. In all of these initiatives we have pioneered the use of lived experience in service design, and advocated for the use of peer support across community interventions; as a result of the actions of our lived experience members, peer support has been successfully developed and piloted in Liaison and Diversion services, and is now being rolled out nationally across England.

We have initiated conversations with HM Prison and Probation Service's (HMPPS) probation reform programme and hosted them at our lived experience forums to discuss the design of probation services. In early 2020 we decided to develop a 'lived experience inquiry model', utilising the Design Council's double diamond approach to innovation. The first inquiry began in early 2020, and is focused on improving probation services. The inquiry model offers an exciting framework to support our members to lead the debate on where change needs to occur, and what good practice looks like. We will assess the model as we progress with the inquiry, reviewing its usefulness as an approach to influencing policy and practice.

4. Bringing lived experience to the heart of decision making in the criminal justice system

Our three regional forums continue to be our primary vehicle for strategic collaboration between decision makers and people with lived experience of the revolving door cycle. Over the last 12 months, the forums have engaged with the development of our 2020-2024 strategy and continued to shape our Short Sighted campaign. For NHS England, they have consulted on the development of the new RECONNECT service and the service specification for CSTRs, and for Public Health England on the commissioning of a toolkit for health services for homelessness and rough sleepers. Members have continued to engage with the courts and probation reform programmes, advised the Chief Executive of the Association of Police and Crime Commissioners on approaches for preventing crime, influenced the Labour Party's criminal justice policy, with Shabana Mahmood MP, and contributed to the development of regional drugs strategies in the West Midlands. Forums are facilitated by members, who have also led a redesign of our model, aiming to increase engagement, impact and diversity.

Our long-established Lived Experience Team (LET) for NHS England Health & Justice has continued to develop and respond to emerging priorities. Over the last year, the scope of the LET has widened from Liaison and Diversion services, to cover all non-custodial health and justice services. The team are now shaping the development of courts healthcare, CSTRs and RECONNECT, ensuring that new services are accessible and inclusive. At the regional level, the East Midlands Lived Experience Panel (LEP) has continued to showcase how lived experience

members can work with commissioners across the full range of commissioning activities. In December, the panel was recognised for their local achievements and awarded the Antoin Akpom Achievements (AAA) award for their "Inspirational work and positive contributions".

In April 2019, we acquired a three-year contract to support the National Expert Citizen's Group (NECG), the lived experience representative group for the National Lottery Community Fund's Fulfilling Lives Programme, which seeks to enable the system in 12 locations across England to better support people who are experiencing multiple disadvantage. The funding enabled us to recruit a new Involvement Manager to lead on the project. Through a three-month national consultation, led by NECG members, the group agreed their strategic approach, priorities, and values, creating a shared vision, purpose and belief. We have supported the group to become well connected with decision makers, including developing a strong partnership with Public Health England's Drug and Alcohol team, and input to Dame Carol Black's review of substance misuse treatment services.

We have continued to develop our relationships with the inspectorates, notably HMI Probation, influencing their approach to involving people with lived experience of probation in Inspectorate activity. Their Service User Engagement Strategy 2019/2022, published in September 2019, draws on the findings and recommendations of our diagnostic study, and commits the Inspectorate to increasing the involvement of service users in inspections, including at a strategic level, and including through employment of people with lived experience of probation. HMIP's research bulletin on Service user involvement in the review and improvement of probation services was also published in September, the result of a new model of co-produced research. Our team of peer researchers focused their input on the research design and analysis phases, where they could add most strategic value in terms of shaping and steering the research and resulting recommendations.

To mark the launch of our new strategy in February 2020 we held a roundtable with leaders in the criminal justice system to discuss how we can increase lived experience at the heart of policy making and the design of services. Attendees came from senior leadership across the Ministry of Justice, HMPPS, the inspectorates and the Prison and Probation Ombudsman. This event provided an open yet challenging environment for senior leaders to think about how to open up their work to input from lived experience.

5. Campaigning for change

We had a successful year of campaigning. Our campaigns, covering a multitude of topics, always led by the evidence uncovered through research and forum insight, and had real impact.

Supported by our lived experience forums we continued our campaign to enact a presumption against short prison sentences of less than 6 month for non-violent crimes. In June 2019 the campaign gained the support of the Justice Secretary; 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. We were successful in gaining broad cross-party political and

mainstream media support for our campaign. We highlighted the ill-effects of these sentences with robust data, worked with New Economics Foundation to show the savings that could be made to the public purse, and showed the real life consequences of their use through lived experience. Although political will has changed in regard to curbing the use of short prison sentences, we will continue to campaign to limit their use in favour of far more effective community alternatives.

We remain part of the Ministerial Advisory Board on Female Offenders and work to hold the government to account for progress against the Female Offender Strategy. The Strategy places front and centre a commitment to reduce the use of short sentences for women, which we will continue to campaign for.

As 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, we jointly published a report with the Centre for Mental Health, 'In ten years time', looking back on the achievements in the decade following the publication of Lord Bradley's independent review of the support offered to people with mental ill-health and learning difficulties in the criminal justice system. We have seen the full national roll-out of Liaison and Diversion services. This means that offenders with a range of vulnerabilities, including mental ill-health, learning disability or substance misuse vulnerabilities, can be identified quickly and diverted into appropriate services.

Our successful Capital Gains project came to an end, with a series of high impact campaigns focussed on London and supported by Trust for London. In July we published our report 'We are victims too', which uncovered the shocking amount of crime (often violent) committed against people in supported accommodation that goes almost completely unreported. Our research, co-produced with peers with lived experience of homelessness in London, has been taken up by the Victims Commissioner and housing providers.

6. Consultancy and evaluations to help others to maximise their impact

Through our evaluations and consultancy, we take peer insight into service design, governance and research, and help other organisations to bring their peer insight to what they do. As a result, services better meet the needs and ambitions of their users, changing the lives of people in the revolving door. Our social enterprise generates new insight about what works on the ground and income for the charity, both of which support our independent research and policy work.

During the year we have carried out seven service evaluations, working with services all over the country, as far apart as Teesside and Brighton, to create sensible and achievable recommendations underpinned by robust evidence. We have continued to work with Birmingham Changing Futures Together to evaluate the scale and impact of systems change for people with multiple and complex needs across Birmingham. In December, we began a new partnership with St Giles Trust, to evaluate their peer advisor network. Common themes across the services we

evaluated in 2019/20 include the benefits of early intervention, the importance of safe and stable accommodation, and the benefits of lived experience involvement and peer support.

We provided co-production support for the 60 partnerships of the National Lottery Community Fund's Help Through Crisis programme. Over the last year, we have challenged and supported services to think about how co-production can change their local systems, not just improve their services. We have also focused on developing and showcasing examples of excellence and innovation in service design. This included, with Middlesbrough MIND, a peer support coaching model - a co-produced service design process that began by exploring the question, 'How do you create a service for people who don't use services?'. The learning from this process enabled other partnerships to reflect on how they had inadvertently created barriers to engagement.

We continue to deliver bespoke co-production consultancy for organisations and services. For example, we delivered a series of service design workshops for Crisis that supported the development of an ambitious vision and plan for a co-produced Skylight Centre.

Outline of work for next 12 months

We will continue to implement our new strategy, focusing on the areas that we think will have the biggest impact for people in, or at risk of entering the revolving door.

- Our New Generation Policing project will deliver support for local initiatives that divert young adults away from the criminal justice system. We will better understand what is happening to young adults in our system, and the impact of poverty, trauma and racism on their dealings with the criminal justice system. We will work alongside police to co-produce services with young adults and deliver a national campaign to focus attention on how the criminal justice system can better support young adults in, or at risk of entering the revolving door.
- We will continue to engage with HMCTS to uncover and assess the impact on defendants of court reforms, including the use of video hearings.
- We will develop our relationship with HMPPS to influence probation reforms, including continuing our new lived experience inquiry into improving probation services. We will also start a new research partnership with University of Lincoln aimed at improving healthcare for people on probation.
- Building on our Short Sighted campaign, we will continue to press for restricted use of short prison sentences of less than 6 months for non-violent offences, replacing them with more effective community alternatives. We will pro-actively engage with sentencing reform and any resulting legislation. We will continue to support the development of CSTRs and the delivery of Liaison and Diversion services as effective community responses to people in the revolving door. In addition, we will support prison resettlement services that seek to support people with complex needs, such as the health-led RECONNECT service.
- As members of the Ministerial Advisory Board for Female Offenders we will continue to

campaign for the implementation of the Ministry of Justice's female offender strategy. This will link to our newly formed women-only forum.

- We will continue to create opportunities for lived experience insight to influence decision making in the criminal justice system, notably through our lived experience forums and the National Expert Citizen's Group. We will support our lived experience members to engage digitally, creating online spaces in which we continue to bring "truth to power". We will take advantage of the move online as a result of Covid-19 to develop a more agile and responsive consultation model, and to launch new groups, notably a women-only forum.
- Our NHS England Lived Experience Team and East Midlands Lived Experience Panel will continue to set the bar for coproduction in commissioning, service design, assurance and governance across health and justice services. Our own Lived Experience Advisory Panel is being further developed and will set the standard for informed and empowered lived experience input into governance.
- Through our Research Network on Severe and Multiple Disadvantage, we will publish an essay collection exploring the interconnections between trauma, poverty and multiple disadvantage, and release an accompanying podcast series.
- We will assess the impact of Covid-19 on our revolving doors client group, and the lessons that can be learned as a result of the pandemic. This will contribute to our wider understanding of severe disadvantage, poverty and trauma. We will support the wellbeing of our own members throughout the Covid-19 pandemic.
- In all our work we will explicitly focus on the experience of, and data behind, discrimination faced by Black, Asian and minority ethnic communities in the criminal justice system, identifying and tackling racism in our criminal justice system.

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, appointment and induction of trustees

The Board has the power to appoint additional trustees. Revolving Doors Agency has developed role descriptions for chair, treasurer and standard board member roles. Recruitment is carried out by advertising, with support from personal recommendation where appropriate. We endeavour, through the recruitment methods adopted, to reach groups of people who are under-represented in its employment, those who are members of the communities in which we work, and those who can bring relevant skills and experience to the work of the Board. The induction and training of trustees 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 during 2020 (2019: 10). Our staff are split into functional teams, reporting either directly or through line managers to the Senior Leadership Team. The Chief Executive Officer, who leads the Senior Leadership Team, is accountable to the Board of Trustees. We also engage trusted associates who work with staff to deliver specific projects.

Our remuneration policy

In determining Revolving Doors 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.

Risk management

The Board has ultimate responsibility for the effective management and oversight of risk. The current Board risk register, adopted in January 2019 and brought back to Board annually for review, identifies major inward- and outward-facing risks. These are managed actively through recurring and special focus items on the Board agenda, as set out below:

- **Financial sustainability**: failure to raise income, monitored through report against business plan; lack of cash flow, monitored through management accounts.
- **Organisational impact**: failure to achieve impact due to a squeeze on charitable activities as a result of raising and delivering social enterprise (low likelihood in 2019/20 due to the focus of the new strategy, but remains a key risk); failure to achieve impact because of current political climate, including government focus on Brexit. The latter is outside our control. Mitigations include horizon scanning and building intelligence about where to focus our influencing work.
- **Reputation**: senior staff and Board turnover (both added this year and rated as likely, have been successfully managed by Board and the Senior Leadership Team); lack of staff capacity to deliver funded projects (managed through good staff supervision and project management and the ability to add additional capacity through our associates bank); 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.

An additional risk register was created in March 2020 to facilitate the management of risks related specifically to the Covid-19 pandemic, notably:

- Failure to secure income both in 2020/21 and later years
- Staff team issues, including erosion of team spirit, and damage to wellbeing and motivation through a long period of homeworking
- High levels of concurrent staff illness
- Potential attrition of lived experience membership
- Lack of policy impact; and
- Business continuity issues.

This will be brought back to Board as a standing item throughout 2020/21.

Financial review

The income and expenditure for the year are reported in the Statement of Financial Activities on Page 19.

Total income increased by 46% to £943,076 (2018/19: £646,066) driven by an increase in both grant income and contract income to deliver charitable activity. That increase in income was delivered by an increase in expenditure of 7% to £740,506 (2018/19: £693,013) arising from increased costs of project delivery (staff and associate costs). Additional expenditure was also incurred associated with the start of the recruitment process to replace the Chief Executive Officer following her resignation. As a result of this, the surplus for the year was £202,570 (2018/19: deficit of £46,947). The surplus on restricted reserves was £105,817 (2018/19: deficit of £18,897) leaving an unrestricted surplus of £96,753 (2018/19: deficit of £28,050).

The unrestricted surplus for the year provides Revolving Doors Agency with additional financial resilience, both to meet Board requirements to manage future risks (including those associated with the Covid-19 pandemic) and to support the ongoing development of the medium- to longer-term business plan. Budgeted income for the current financial year (2020/21) is now fully secured and this improved financial position gives us the opportunity to focus on achieving future targets beyond this year.

Business ethics

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

- helps achieve our mission and strategic goals.
- promotes our values.
- increases our knowledge.

- enhances our reputation and brand.
- allows for the genuine involvement of people with lived experience.
- will have a positive impact on people's lives.

We will also consider:

- the impact on our independence or the perception of this independence.
- the potential risks, notably the risk to our reputation.
- whether we can withdraw from contracts if these risks change.
- the reputation and status of the customer or any partners.
- how to evaluate the project including its impact.
- the potential surplus and the opportunity costs involved.

Fundraising

We rely on the commitment of the foundations and trusts that share our vision and have continued to back our work over the years. In 2019/20, these long-standing and much-valued supporters were joined by five new foundations and trusts, some returning after a break, others entirely new to Revolving Doors Agency. We were particularly pleased to begin partnerships with two new core funders, and to secure funding from three trusts and foundations to fully fund our programme of core policy and campaigning work around policing and young adults. As a result, our grant income has almost doubled, from £233,736 in 2018/19 to £463,832 in 2019/20, and remains strong for the next two years.

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

- The AB Charitable Trust
- The Barrow Cadbury Trust
- The City Bridge Trust
- The Esmée Fairbairn Foundation
- John Ellerman Foundation
- The Lankelly Chase Foundation
- Lloyds Bank Foundation for England and Wales
- Trust for London

Reserves

The trustees consider it prudent to maintain the current level of reserves to ensure that Revolving Doors Agency's work continues into the future. Securing future funding streams can take time and resources, and it is important that reserve levels are maintained during that process.

Revolving Doors Agency's policy is to maintain unrestricted funds in reserves to manage cash flow and working capital, and which would ensure the charity could be effectively wound up should the trustees agree future income potential is insufficient to enable the charity to continue

operating effectively. On an annual basis the trustees consider a risk-based calculation for reserves looking at the maximum estimated requirements to ensure the charity is able to meet financial commitments to stakeholders.

The risk reserve requirement identified by trustees is £227,643, which equates to approximately three months' running costs based on the approved 2020/21 budget and this provides sufficient free reserves to meet future commitments.

After taking the risk reserve requirement into account, the trustees approved the remaining reserves of £76,315 be designated for the purpose of providing financial resilience for the charity should there be any loss of income or increase in expenditure as a result of the Covid-19 pandemic. This will enable the charity to continue to focus on the of its strategy at a time when many organisations may struggle to limit the effect of the pandemic on their business. We believe that this will sustain the confidence that strategic funders and contract partners - current and future - have in Revolving Doors Agency.

Trustees will review this reserve periodically and its use during 2020/21.

Patrons

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

Public benefit

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

In terms of public benefit, our activities, described in detail above, are targeted at a particularly disadvantaged group in society - people in repeat criminal justice contact, generally for low-level and non-violent offences, whose offending behaviour is driven by multiple issues, including mental ill-health, substance misuse, and homelessness. It is a group that has, from childhood, disproportionately experienced trauma and abuse, neglect, poverty, community violence, racism and other forms of discrimination. These people are at risk of becoming stuck in a cycle of crisis crime unless we develop a smarter criminal justice system. Our research and activities over many years demonstrate the extent to which people in this group are disadvantaged by lack of access to effective support and services.

Our work aims to change the lives of people in or at risk of entering this revolving door cycle of crisis and crime. In the longer term, we are seeking fundamental reform of policy and practice that will deliver long-lasting, systemic, large-scale change across England and Wales. To this end, our strategy focuses on building understanding and commitment among political leaders

and 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 policy and lived experience consultancy, service evaluations and user research, we bring about changes in services that have an immediate impact on the individuals using them.

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

Statement of responsibilities of the trustees

The trustees (who are also directors of Revolving Doors 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 also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2020 was 11 (2019 - 6). 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 25 August 2020 and signed on their behalf by

Sarah Payne CBE - 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 2020.

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: 25 September 2020

The Revolving Doors Agency

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

For the year ended 31 March 2020

	Note	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Income and endowments from:							
Charitable activities	2	623,975	318,538	**942,513**	535,386	110,265	645,651
Investments	3	563	-	**563**	415	-	415
Total income		624,538	318,538	**943,076**	535,801	110,265	646,066
Expenditure on:							
Fundraising activities		48,749	-	**48,749**	-	-	-
Charitable activities							
Policy	4	84,612	134,025	**218,637**	150,335	49,665	200,000
Lived experience	4	261,257	10,148	**271,405**	232,502	20,306	252,808
Research	4	133,167	68,548	**201,715**	181,014	59,191	240,205
Total expenditure		527,785	212,721	**740,506**	563,851	129,162	693,013
Net income/(expenditure) for the year and movement in funds		96,753	105,817	**202,570**	(28,050)	(18,897)	(46,947)
Reconciliation of funds:							
Total funds brought forward		207,742	29,436	**237,178**	235,792	48,333	284,125
Total funds carried forward		304,495	135,253	**439,748**	207,742	29,436	237,178

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 12a to the financial statements.

The Revolving Doors Agency

Balance sheet

Company no. 2845452

As at 31 March 2020

	Note	£	2020 £	£	2019 £
Fixed assets:					
Tangible assets	8		**537**		2,067
			537		2,067
Current assets:					
Debtors	9	**207,557**		148,257	
Cash at bank and in hand		**326,429**		158,756	
		533,986		307,013	
Creditors: amounts falling due within one year	10	**94,775**		71,902	
Net current assets			**439,211**		235,111
Net assets			**439,748**		**237,178**
The funds of the charity:	12a				
Unrestricted income funds:					
Designated funds		76,315		14,116	
General funds		228,180		193,626	
			304,495		207,742
Restricted funds			**135,253**		29,436
Total funds			**439,748**		237,178

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 25 August 2020 and signed on their behalf by

Sarah Payne

Sarah Payne
Chair

The Revolving Doors Agency

Statement of cash flows

For the year ended 31 March 2020

	2020 £	£	2019 £	£
Cash flows from operating activities				
Net cash provided by operating activities		**167,110**		48,204
Cash flows from investing activities:				
Investment income received	**563**		415	
Net cash provided by investing activities		**563**		415
Change in cash and cash equivalents in the year		**167,673**		48,619
Cash and cash equivalents at the beginning of the year		**158,756**		110,137
Cash and cash equivalents at the end of the year		**326,429**		158,756
Analysis of cash and cash equivalents		**326,429**		158,756
Cash at bank and in hand		**326,429**		158,756

(a)	**Cash flow provided by operating activities:**			
	Net movement in funds	**202,570**		(46,947)
	Depreciation	**1,530**		1,530
	Interest received	**(563)**		(415)
	(Increase)/decrease in debtors	**(59,300)**		113,451
	Increase/(decrease) in creditors	**22,873**		(19,415)
		167,110		48,204

1 Accounting policies

a) Statutory information

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

b) Basis of preparation

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

The trustees have considered the impact of COVID-19 and all other factors and concluded that there are no material uncertainties about the chartiable 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

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 charity to the fund. The Charity has no liability under the scheme other than for payment of these contributions.

2 Income from charitable activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
University of Manchester	-	-	-	-	16,131	16,131
Lankelly Charitable Trust	100,294	41,538	**141,832**	98,471	40,873	139,344
Birth Companions	-	-	-	-	11,186	11,186
The Barrow Cadbury Trust	-	36,000	**36,000**	-	20,500	20,500
Trust for London	-	29,500	**29,500**	-	15,000	15,000
Lloyds Bank Foundation	-	73,224	**73,224**	-	-	-
Esmee Fairbairn Foundation	-	108,731	**108,731**	-	-	-
John Ellerman Foundation	30,000	-	**30,000**	-	-	-
AB Charitable Trust	15,000	-	**15,000**	-	-	-
King's College and University of Surrey	-	11,648	**11,648**	-	-	-
University of Nottingham	-	10,147	**10,147**	-	-	-
City Bridge Trust	-	7,750	**7,750**	-	-	-
The Triangle Trust	-	-	-	25,000	-	25,000
National Institute for Health Research	-	-	-	-	2,450	2,450
Off Road Media	-	-	-	-	4,125	4,125
Contract Income	472,921	-	**472,921**	409,857	-	409,857
Other income	5,760	-	**5,760**	2,058	-	2,058
Total	623,975	318,538	**942,513**	535,386	110,265	645,651

3 Income from investments

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Bank interest	563	-	**563**	415	-	415
	563	-	**563**	415	-	415

4a Analysis of expenditure (Current year)

		Charitable activities						
	Fundraising £	Policy £	Lived Experience £	Research £	Governance costs £	Support costs £	**2020 Total £**	2019 Total £
Staff costs (note 7)	18,943	126,570	129,032	103,443	21,264	35,118	**434,370**	423,766
HR services	-	-	-	-	-	23,864	**23,864**	-
Direct costs	-	28,698	79,003	47,950	-	-	**155,651**	139,228
Rent, rates and utilities	-	-	-	-	-	41,520	**41,520**	30,897
Consultant costs	20,487	-	-	-	-	4,663	**25,150**	41,098
IT support	-	-	-	-	-	8,622	**8,622**	5,142
Office equipment, stationery and services	-	-	-	-	-	15,748	**15,748**	11,606
Travel	-	-	-	-	-	4,202	**4,202**	6,865
Miscellaneous	-	-	-	-	-	22,754	**22,754**	23,541
Legal and professional fees	-	-	-	-	2,700	5,925	**8,625**	10,870
	39,430	155,268	208,035	151,393	23,964	162,416	740,506	693,013
Support costs	8,121	55,221	55,222	43,852	-	(162,416)	-	-
Governance costs	1,198	8,148	8,148	6,470	(23,964)	-	-	-
Total expenditure 2020	**48,749**	**218,637**	**271,405**	**201,715**	-	-	**740,506**	**693,013**
Total expenditure 2019	-	**200,000**	**252,808**	**240,205**	-	-	-	

Expenditure on charitable activities was £691,757 (2019: £693,013) of which £527,785 (2019: £563,851) was unrestricted and £212,721 (2019: £129,162) was restricted.

4b Analysis of expenditure (Prior year)

	Charitable activities						
	Policy £	Lived Experience £	Research £	Governance costs £	Support costs £	**2019 Total £**	2018 Total £
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.

5 Net income for the year

This is stated after charging / (crediting):

	2020 £	2019 £
Operating lease rentals:	**41,520**	31,275
Depreciation	**1,530**	1,530
Independent Examiner's Fees	**2,750**	2,700

6 Staff and Trustees

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	**373,676**	369,107
Social security costs	**36,141**	28,570
Pension costs	**24,553**	26,089
	434,370	423,766

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 (2019: £80,000 - £90,000 - one).

No Trustee received remuneration for services. Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £716 (2019: £408) incurred by 2 (2019: 1) trustees 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 £147,721 (2019: £165,780).

The average staff headcount during the year was as follows:

	2020 No.	2019 No.
	9	10

The split across acitvities during the year was as follows:

	2020 No.	2019 No.
Policy	**2.5**	2.0
Lived Experience	**2.5**	3.0
Research	**3.0**	4.0
Support staff (including governance)	**1.0**	1.0
	9.0	10.0

7 Related party transactions

There were no related party transactions in 2020.

8 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	32,933
Depreciation	
At the start of the year	30,866
Depreciation for the year	1,530
At the end of the year	32,396
Net book value	
At the end of the year	537

9 Debtors

	2020 £	2019 £
Aged debtors	167,421	148,257
Prepayments and accrued income	40,136	-
	207,557	148,257

10 Creditors: amounts due within one year

	2020 £	2019 £
Trade creditors	44,951	19,738
Taxation and social security	13,985	9,647
Accruals	9,045	10,934
Pension creditor	2,390	4,454
VAT	24,404	27,129
	94,775	71,902

11a Analysis of net assets between funds (current year)

	Unrestricted £	Designated £	Restricted £	Total funds £
Fixed assets	537	-	-	**537**
Net current assets	227,643	76,315	135,253	**439,211**
Net assets at 31 March 2020	**228,180**	**76,315**	**135,253**	**439,748**

11b Analysis of net assets between funds (prior 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 1 April 2019	**193,626**	**14,116**	**29,436**	**237,178**

12a Movements in funds (current year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Reserves transfer £	At 31 March 2020 £
Restricted funds:					
Policy	9,000	217,955	(134,025)	-	**92,930**
Lived experience	-	17,898	(10,148)	-	**7,750**
Research	20,436	82,685	(68,548)	-	**34,573**
Total restricted funds	29,436	318,538	(212,721)	-	**135,253**
Unrestricted funds:					
General	193,626	624,538	(527,785)	(62,199)	**228,180**
Designated funds	14,116	-	-	62,199	**76,315**
Total general funds	207,742	624,538	(527,785)	-	**304,495**
Total funds	237,178	943,076	(740,506)	-	**439,748**

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

12b Movements in funds (prior year)

	At 31 March 2018 £	Income & gains £	Expenditure & losses £	Reserves transfer £	**At 1 April 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

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 £62,199 of general funds as at 31 March 2020 towards a fund to support the charity as a result of the COVID-19 crisis.