

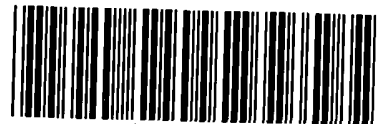
Registered number: 05354482  
Charity number: 1108388

## **Imago Community**

### **Trustees' report and financial statements**

**For the year ended 31 March 2017**

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## **Imago Community**

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## **Imago Community**

### **Reference and administrative details of the company, its trustees and advisers For the year ended 31 March 2017**

<b>Honorary officer</b>	Mr P R Woodhouse, Chairman
<b>Trustees</b>	Mr E Weeks Mr D Oguntoye Mrs D Swanson Miss E Rogula Mr W Fearon Mr J Cheesman Mrs L Ellis Mr A Barrow

<b>Company registered number</b>	05354482
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<b>Charity registered number</b>	1108388
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<b>Registered office</b>	John Spare House 17-19 Monson Road Tunbridge Wells Kent TN1 1LS
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<b>Company secretary</b>	Mrs C Shaw
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<b>Chief executive officer</b>	Mrs C Shaw
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<b>Deputy chief executive officer</b>	Mrs M Wynne
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<b>Independent auditor</b>	Kreston Reeves LLP Chartered Accountants Montague Place Quayside Chatham Maritime Chatham Kent ME4 4QU
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<b>Bankers</b>	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
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<b>Solicitors</b>	Cripps Wallside House 12 Mount Ephraim Road Tunbridge Wells Kent TN1 1EG
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## **Imago Community**

### **Trustees' report**

**For the year ended 31 March 2017**

The Trustees present their annual report together with the audited financial statements of Imago Community for the ended 31 March 2017.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

### **Objectives and Activities**

#### **a. Policies and objectives**

The Principal object of the Company is to promote charitable purposes for the benefit of the community in the local government districts of Kent, East Sussex, Medway, Southwark, Havering and Bexley and their neighbourhoods, but also elsewhere and in particular the advancement of education, the protection of health and the relief of poverty, distress and sickness. To promote, organise and facilitate co operational and partnership working between third sector, statutory and other relevant bodies in the achievement of the above purposes within the area of benefit.

Imago delivers a range of services to individuals, voluntary and community organisations, private and public sector agencies.

Imago embraces a model of co production; working with clients, funders and partners to empower the most vulnerable and disadvantaged.

Imago adopts a professional approach; creating a culture of enablement that involves, innovates and achieves.

Imago aspires to a society where every individual is happy, healthy and fulfilled.

In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set. The Trustees review their aims, objectives and activities each year. The review also looks at what the Company has achieved and the outcomes of the work in the previous 12 months. The review helps the Trustees to ensure that the aims, objectives and activities remain based on the Company's stated purpose.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Organisation's aims and objectives and in planning future activities.

### **Achievements and performance**

#### **a. Key financial performance indicators**

As a Charity with a number of projects, we have ongoing measures to ensure each project's costs are allocated to its own cost centre. All expenses are broken down to the individual projects and checks are made to ensure this is done correctly.

Weekly monitoring of Cashflow, Aged Debtors and Aged Creditors ensures we are working to budget. Expenses are checked against pool car usage to ensure efficiency. Our reserves policy and budget position are reviewed at quarterly board meetings.

#### **b. Review of activities**

The company's income for the year was £1,918,556 and expenditure was £1,899,721 resulting in a net operating surplus of £18,835. After crediting the gain on the revaluation of the investment of £10,547 the Company made an overall surplus of £29,382.

The operating surplus comprises a deficit of £16,635 in restricted funds and a surplus of £46,017 in unrestricted funds.

## Imago Community

### Trustees' report (continued) For the year ended 31 March 2017

#### b. Review of activities (continued)

At the year end £1,220,717 is held in unrestricted funds of which the Trustees have designated £1,005,433 as follows:

£ 855,433	- Building
£ 30,000	- Fundraising and PR costs
£ 50,000	- Development and pilot projects
£ 10,000	- Marketing
£ 60,000	- Building repairs
£1,005,433	

£215,284 represents the free general reserves of the company. A balance of £78,903 is held in restricted funds. Depreciation has not been charged on the land and buildings this financial year.

The most notable awards during the year were the grants awarded by Havering Council for Havering Young Carers, Bexley Council for Bexley Young Carers and the NHS for our Care Navigator service in two local hospitals.

The Trustees would like to express their gratitude to the local authorities and Councils that continue to support the Company with their grants and contracts.

The Trustees have considered how the Company's activities deliver Public Benefit. The charitable activities we have undertaken during the year to deliver Public Benefit include the following:

#### ***Working with children and young people to help them make a positive contribution in their lives, homes and communities.***

**Fun Clubs Short Breaks** offer an after school provision during term time, day and residential short breaks both during school holidays and at the weekends; encouraging independence and confidence in young people with disabilities by enabling them to access mainstream activities alongside their able bodied peers, whilst offering much needed respite to families. The service was inspected for the first time in 2016 by Ofsted and GOOD was secured in all areas.

- 2,500 disabled children and family members supported.

**After School & Youth Clubs** offer all children and young people opportunities to improve their self esteem and confidence and help them to manage their behaviour in a safe and supportive atmosphere.

- 424 short breaks sessions delivered for disabled young people.

**SAFE** is an exciting youth led project working in schools to raise awareness of mental health issues among students, highlighting the danger signs to look out for and challenging the stigma and discrimination associated with mental health.

**iTalk** is an interactive programme to promote effective communication skills and develop the emotional wellbeing and resilience of young people.

- 23,760 Students more aware of mental health and wellbeing through SAFE.

## Imago Community

### Trustees' report (continued) For the year ended 31 March 2017

#### b. Review of activities (continued)

#### ***Over 20 years empowering Young Carers to increase their wellbeing and minimise the negative impact of their caring role.***

**Imago Young Carers** support young people aged 5-18 who have a caring responsibility for an adult or sibling to prevent inappropriate caring, minimise the negative impact of their caring role and increase resilience and wellbeing. All Young Carers are assessed to understand how best we can support them and a targeted short term intervention and support plan is agreed to ensure Young Carers are given a voice and encouraged to reach their full potential into adulthood with equal opportunity for employment and education. Imago currently supports Young Carers in **Kent, East Sussex, Medway and the London boroughs of Southwark, Havering and Bexley.**

- 8,060 Young Carers are supported by the Young Carers team
- *"I really enjoyed my time with Imago Young Carers, it helps me to not feel alone and to cope with my caring responsibilities. I'd love to do more and maybe even volunteer myself in the future"*  
**Young Carer**

**Young Carers Workforce Development** offers free and flexible training to schools, agencies and other professionals across Kent around the identification and support of Young Carers within their line of work. Awareness raising is a crucial part in the search for and engagement of 'hidden' or 'hard to reach' Young Carers due to better understanding of "what do we mean by a Young Carer" as well as advising of legislative changes and statutory obligations in the support of Young Carers across all services.

**Festivals** - Imago organises an annual Young Carers Festival, funded by Corporate and individual donations to offer up to 100 Young Carers a respite break from their caring responsibilities. A group of Young Carers also attend the annual National Young Carer Festival. This enables them to socialise with their peers, share experiences and build up confidence and resilience.

#### ***Working with vulnerable and disadvantaged adults to support independence through choice and provision.***

**Kent Care Navigators** offer free, impartial advice and guidance on a range of issues including finance, housing, health, social activities and the provision of aids and equipment. The service enables individuals and their families to get the community support they need and improve their emotional and physical wellbeing.

- *"I got so much help from you, I cannot thank you enough. I was really socially isolated. Now I have a social life and I have made new friends."*

**Darent Valley, Maidstone and Tunbridge Wells Hospital Care Navigators** work as part of the Integrated Discharge Team, supporting inappropriate admissions and timely hospital discharge.

- 92% of hospital patients experienced a timely discharge due to Care Navigator intervention.

**Medway Care Navigators** offer impartial 1:1 support to adults living across Medway to access appropriate community services thus reducing the pressure on statutory services.

- 98% of patients reported improved sense of wellbeing as a result of Care Navigator intervention.

**Social Prescribing** links patients in primary care with sources of support within the community. It provides GPs with a non-medical referral option that can operate alongside existing treatments to improve health and wellbeing, and to encourage self-management, particularly of long term health conditions.

## **Imago Community**

### **Trustees' report (continued) For the year ended 31 March 2017**

#### **b. Review of activities (continued)**

##### ***Volunteering support facilitates social action and helps to create stronger, more cohesive communities.***

**Imago Volunteering** actively promotes volunteering across West Kent; attending public events, providing a signposting service for individuals and publishing a digital newsletter. In addition we promote best practice advice to local volunteering-involving organisations and facilitate the West Kent Volunteer Coordinators' network.

- 140+ organisations are members of the West Kent Volunteer Coordinators Forum.
- "I could have never imagined the impact the charity would have on my life; it has shown me the career path I want to take, has provided me with support and throws incredible individuals my way who inspire and amaze me. Volunteering has shaped some of my favourite memories of the past years" – **Volunteer**

**Dial 2 Drive** is an affordable volunteer community transport scheme for older or disabled people who are unable to easily access public transport. The service provides regular drives to medical appointments, shopping trips and social activities.

- 12,425 completed journeys provided by volunteer drivers last year

**Youth Volunteering** provides exciting opportunities for young people to gain valuable experience, enabling them to develop leadership, empathy and work readiness skills.

##### ***Community services help local voluntary and community organisations to deliver appropriate, effective and sustainable services.***

**Community Development** support is provided through social media, e bulletins and 1 2 1 advice. Relevant and timely information is provided on a wide range of issues; such as fundraising, governance, change management, quality, policy, merger and collaboration. Imago champions the voice of the Sector across West Kent.

**Community Networks** enable voluntary and community organisations to share good practice, provide peer support and identify opportunities for collaboration. Imago runs a number of networks, bringing organisations together to identify common interests and goals, jointly tackle shared concerns, and keep abreast of new policy and legislative changes.

- 158 organisations are members of Imago's networks

**Disclosure and Barring Service Checks** are provided for private, public and voluntary organisations through Imago's umbrella service. This efficient and affordable DBS provision offers personalised, impartial advice and support.

**Imago Retail** operates two charity shops in Tunbridge Wells raising funds to enhance the projects we run and to provide wider support across the community. The shops also provide supported volunteering placements enabling young people to develop their confidence and skills in a supportive retail environment.

**Youth Voice** ensures that young people play a central role in addressing matters that affect them and in influencing policy and services. Imago supports various groups, including a Young Carers Forum and an Imago Young People's Shadow Board.

##### ***Adopting a social business model throughout its activities, and offering professional and business advice to others***

**Training Services** offer professional support to voluntary and community organisations, statutory authorities and social enterprises. Imago provides a suite of 32 accredited training programmes and offers bespoke in house training courses, including specialist outcomes workshops and safeguarding training.

**Consultancy Services** offer a bespoke service to the Sector. Assignments have included board development, organisational mergers, change management, quality systems and general management support.

## Imago Community

### Trustees' report (continued) For the year ended 31 March 2017

#### b. Review of activities (continued)

**Business Services** offer a framework for successful participation between the business and their community. Our dedicated team of consultants work with local businesses to offer information, advice and support to enable the business to develop its Corporate Social Responsibility policy. Business involvement in local communities makes a positive difference for all involved.

**Business in the Community Network** provides local businesses with the opportunity to meet and network with each other, also to develop bespoke community involvement activities in partnership with Imago.

**Apprenticeships:** Imago is committed to creating meaningful and challenging roles across its projects to introduce the work of the voluntary and community sector to a range of unemployed young people, which in turn provides a springboard into employment. Imago's Apprenticeship scheme is supported by local business, Cripps.

- *"Working with Imago has enabled Cripps to make a positive impact within the Community and also helped our people develop their own skills outside of their normal work environment. We have particularly pleased with the outcomes of the apprenticeship scheme which we are supporting on an ongoing basis" – Head of Corporate Responsibility, Cripps LLP*

#### Financial review

##### a. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

##### b. Reserves policy

The Trustees have set a Reserves Policy which requires that the Company's core activity could continue for three to six months during a period of unforeseen difficulty. The calculation of the required level of reserves is an integral part of Imago's planning, budgeting and forecasting. Imago's project staff would be subject to TUPE laws and would not be part of this calculation.

The free General Reserves of the Organisation at the year end were £215,284 which is on target for this policy. Before designated sums the free reserves were £365,284 after allocation of the Building. We have used this opportunity to invest in the future of the Company by designating further sums. The Development and Pilot Project designation will enable us to continue looking for ways to diversify our income streams and the designation for Fundraising and Public relations will increase our profile and public and funders awareness of our services. We have also designated an amount for building repairs.

##### c. Investment policy and performance

The Company has considered the most appropriate policy for investing funds and has found that specialised unit trusts, designed for the Charity Sector, meet their requirements to generate both income and potential capital growth.

#### Structure, governance and management

##### a. Constitution

The Company is a charitable company limited by guarantee and is governed by its Memorandum and Articles of Association dated 14 December 2004. It is registered as a charity with the Charity Commission under number 1108388. Imago Community originally became a charity in 1965.

**Trustees' report (continued)  
For the year ended 31 March 2017**

**b. Method of appointment or election of Trustees**

The management of The Company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association along with guidelines from the Trustee recruitment toolkit provided by the NCVO (National Council for Voluntary Organisations) of which the Company is a member.

**c. Policies adopted for the induction and training of Trustees**

New Trustees receive a Trustee induction pack which clearly lays out rules, regulations and expectations. The new Trustee will shadow Heads of Service to enable them to learn about The Company's projects and departments.

**d. Pay policy for senior staff**

The market rate is applied, benchmarking against the ACEVO yearly pay survey.

**e. Organisational structure and decision making**

The Board of Trustees consists of nine members and meets five times a year. The Company has a membership of 103 voluntary organisations, individuals and other agencies.

**f. Risk management**

The Trustees have in place a risk register which is reviewed quarterly and updated annually. These risks cover all aspects of the operations of the organisation, including, but not limited to:  
Financial controls and compliance, Insurance, Compliance with: Data protection, Company law, Charities Commission, and Health and Safety legislation, Uncertainty of local authority grants, Non delivery/completion of projects, Safeguarding, Disaster management, Quality systems and Governance.

A red, amber and green system is used and the risks are discussed at every Board Meeting. The Company's register is available for inspection. No red risks were identified for this financial year.

**Plans for future periods**

**a. Future developments**

The Company hopes that by continuing to develop services this will provide a resilient future.

Although a large part of the Company's income is local authority contract based Imago is confident it will secure funding to continue its current services and also to develop new ones. The Company strives to preserve its core function of Social Action which enables us to provide support for many external organisations and also to support our key direct delivery projects many of which depend on volunteer recruitment and training.

## **Imago Community**

### **Trustees' report (continued) For the year ended 31 March 2017**

#### **Trustees' responsibilities statement**

The Trustees (who are also directors of Imago Community for the purposes of company law) are responsible for preparing the Trustees' report 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

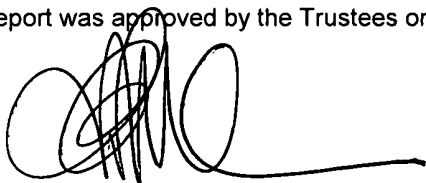
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements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

#### **Disclosure of information to auditor**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by the Trustees on 21/9/17 and signed on their behalf by:

A handwritten signature in black ink, appearing to be 'P R Woodhouse', with a long horizontal line extending to the right.

**Mr P R Woodhouse, Chairman**

## **Imago Community**

### **Independent auditor's report to the members of Imago Community**

We have audited the financial statements of Imago Community for the year ended 31 March 2017 set out on pages 11 to 25. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinion we have formed.

#### **Respective responsibilities of Trustees and auditor**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

The Trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditor under section 144 of the Charities Act 2011 and report to you in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

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

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

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

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Imago Community**

### **Independent auditor's report to the members of Imago Community**

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

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a Strategic report.



**Kreston Reeves LLP**

Chartered Accountants  
Statutory Auditor

Montague Place  
Quayside  
Chatham Maritime  
Chatham  
Kent

ME4 4QU

Date: 29 September 2017

Kreston Reeves LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

## Imago Community

### Statement of financial activities incorporating income and expenditure account For the year ended 31 March 2017

	Note	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
<b>Income from:</b>					
Donations and legacies	2	26,311	130,405	156,716	200,406
Charitable activities	5	104,905	1,553,499	1,658,404	1,786,770
Other trading activities	3	37,616	27,415	65,031	27,930
Investments	4	13,946	-	13,946	15,342
Other income	6	24,449	10	24,459	27,318
<b>Total income</b>		<b>207,227</b>	<b>1,711,329</b>	<b>1,918,556</b>	<b>2,057,766</b>
<b>Expenditure on:</b>					
Raising funds	7	521	547	1,068	1,802
Charitable activities	8	171,236	1,727,417	1,898,653	2,015,251
<b>Total expenditure</b>		<b>171,757</b>	<b>1,727,964</b>	<b>1,899,721</b>	<b>2,017,053</b>
<b>Net income / (expenditure) before investment gains/(losses)</b>		<b>35,470</b>	<b>(16,635)</b>	<b>18,835</b>	<b>40,713</b>
Net gains/(losses) on investments	12	10,547	-	10,547	(7,217)
<b>Net income / (expenditure) before other recognised gains and losses</b>		<b>46,017</b>	<b>(16,635)</b>	<b>29,382</b>	<b>33,496</b>
<b>Net movement in funds</b>		<b>46,017</b>	<b>(16,635)</b>	<b>29,382</b>	<b>33,496</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		1,174,700	95,538	1,270,238	1,236,742
<b>Total funds carried forward</b>		<b>1,220,717</b>	<b>78,903</b>	<b>1,299,620</b>	<b>1,270,238</b>

All activities relate to continuing operations.

The notes on pages 14 to 25 form part of these financial statements.

### Summary income and expenditure account For the year ended 31 March 2017

	Note	Total funds 2017 £	Total funds 2016 £
<b>Gross income in the reporting period</b>		<b>1,929,103</b>	<b>2,050,549</b>
Less: Total expenditure		<b>1,899,721</b>	<b>1,742,183</b>
<b>Net income for the financial year</b>	<b>16</b>	<b>29,382</b>	<b>33,496</b>

The notes on pages 14 to 25 form part of these financial statements.

**Imago Community**  
**Registered number: 05354482**

**Balance sheet**  
**As at 31 March 2017**

	Note	£	2017 £	£	2016 £
<b>Fixed assets</b>					
Tangible assets	11		899,721		906,765
Investments	12		114,155		103,608
			<u>1,013,876</u>		<u>1,010,373</u>
<b>Current assets</b>					
Debtors	13	252,509		102,284	
Cash at bank and in hand		387,882		448,744	
		<u>640,391</u>		<u>551,028</u>	
<b>Creditors: amounts falling due within one year</b>	14	(201,346)		(131,067)	
<b>Net current assets</b>			<u>439,045</u>		<u>419,961</u>
<b>Total assets less current liabilities</b>			<u>1,452,921</u>		<u>1,430,334</u>
<b>Creditors: amounts falling due after more than one year</b>	15		(153,301)		(160,096)
<b>Net assets</b>			<u>1,299,620</u>		<u>1,270,238</u>
<b>Charity Funds</b>					
Restricted funds	16		78,903		95,538
Unrestricted funds	16		1,220,717		1,174,700
<b>Total funds</b>			<u>1,299,620</u>		<u>1,270,238</u>


The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act. However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

The financial statements were approved by the Trustees on behalf, by:

21/9/17

and signed on their



**Mr P R Woodhouse, Chairman**

The notes on pages 14 to 25 form part of these financial statements.

**Imago Community**

**Cash flow statement  
For the year ended 31 March 2017**

	<b>Note</b>	<b>2017 £</b>	<b>2016 £</b>
<b>Cash flows from operating activities</b>			
Net cash (used in)/provided by operating activities	18	<u>(68,562)</u>	<u>44,874</u>
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		13,946	15,342
Purchase of tangible fixed assets		-	(30,000)
Proceeds from sale of investments and short-term deposits		-	172,017
<b>Net cash provided by investing activities</b>		<u>13,946</u>	<u>157,359</u>
<b>Cash flows from financing activities:</b>			
Repayments of borrowings		(6,246)	(5,856)
<b>Net cash used in financing activities</b>		<u>(6,246)</u>	<u>(5,856)</u>
<b>Change in cash and cash equivalents in the year</b>		<b>(60,862)</b>	<b>196,377</b>
Cash and cash equivalents brought forward		<u>448,744</u>	<u>252,367</u>
<b>Cash and cash equivalents carried forward</b>	19	<u><u>387,882</u></u>	<u><u>448,744</u></u>

**Notes to the financial statements  
For the year ended 31 March 2017**

**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

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) and the Companies Act 2006

Imago Community meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**1.2 Company status**

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

**1.3 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**1.4 Income**

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

## Imago Community

### Notes to the financial statements For the year ended 31 March 2017

#### 1. Accounting policies (continued)

##### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the academy trust's educational operations, including support costs and costs relating to the governance of the academy trust apportioned to charitable activities.

##### 1.6 Tangible fixed assets and depreciation

All assets costing more than £5,000 are considered for capitalisation.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	0 - 2% straight line
Fixtures & fittings	-	20% straight line
Computer equipment	-	33% straight line

##### 1.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of financial activities incorporating income and expenditure account.

##### 1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

##### 1.9 Operating leases

Rentals under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

**Notes to the financial statements  
For the year ended 31 March 2017**

**1. Accounting policies (continued)**

**1.10 Debtors**

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

**1.11 Cash at Bank and in hand**

Cash at bank and 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.

**1.12 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

**1.13 Financial instruments**

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.14 Pensions**

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

**2. Income from donations and legacies**

	<b>Unrestricted funds 2017 £</b>	<b>Restricted funds 2017 £</b>	<b>Total funds 2017 £</b>	<b>Total funds 2016 £</b>
Donations	26,311	33,546	59,857	70,007
Government grants	-	96,859	96,859	130,399
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total donations and legacies</b>	<b>26,311</b>	<b>130,405</b>	<b>156,716</b>	<b>200,406</b>
	<hr/>	<hr/>	<hr/>	<hr/>

In 2016, of the total income from donations and legacies, £16,938 was to unrestricted funds and £183,468 was to restricted funds

## Imago Community

### Notes to the financial statements For the year ended 31 March 2017

#### Government grants receivable

	2017 £	2016 £
Kent County Council	66,297	83,399
Sevenoaks District Council	10,000	12,000
Tunbridge Wells Borough Council	16,562	30,000
Tonbridge & Malling Borough Council	4,000	5,000
	<u>96,859</u>	<u>130,399</u>

#### 3. Fundraising income

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Events income	1,177	26,197	27,374	12,841
Income from selling donated goods	32,828	-	32,828	13,292
Gift aid	3,611	1,218	4,829	1,797
	<u>37,616</u>	<u>27,415</u>	<u>65,031</u>	<u>27,930</u>

In 2016, of the total income from other trading activities, £14,738 was to unrestricted funds and £13,192 was to restricted funds.

#### 4. Investment income

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Rental income	3,120	-	3,120	1,346
Investment income	5,217	-	5,217	5,070
Interest received	5,609	-	5,609	8,926
	<u>13,946</u>	<u>-</u>	<u>13,946</u>	<u>15,342</u>

In 2016, of the total investment income, £15,342 was to unrestricted funds and £Nil was to restricted funds.

## Imago Community

### Notes to the financial statements For the year ended 31 March 2017

#### 5. Income from charitable activities

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Grants receivable (see below)	-	1,553,009	1,553,009	1,669,411
Training course fees	5,950	-	5,950	16,035
Volunteers' driving income	84,559	-	84,559	76,942
Non-Contracted Activities	14,396	490	14,886	24,382
	<u>104,905</u>	<u>1,553,499</u>	<u>1,658,404</u>	<u>1,786,770</u>

In 2016, of the total income from charitable activities, £142,680 was to unrestricted funds and £1,644,090 was to restricted funds.

#### Grants receivable

	2017 £	2016 £
Kent County Council	814,129	733,415
Big Lottery Fund	-	20,094
Children In Need	33,937	38,006
Tunbridge Wells Borough Council	8,438	-
Sevenoaks Lions	2,903	4,750
The Ivy & Jane Charitable Trust	44,529	12,002
Havering District Council	38,249	-
KCC Members' Grants	-	460
Bexley Borough Council	39,183	-
Locality	-	7,500
Cabinet Office	-	16,055
Medway Council	261,886	224,886
NHS Clinical Commissioning Groups	104,417	205,830
East Sussex County Council	97,877	94,929
Cripps	-	5,000
Comic Relief	-	2,500
Basildon, Billericay & Wickford CVS	-	5,000
Department for Education	-	179,999
Southwark Borough Council	107,461	58,400
Sir Thomas Smythe Trust	-	1,000
Kent and Ashford Colleges	-	39,335
John Swire Trust	-	20,000
Other	-	250
	<u>1,553,009</u>	<u>1,669,411</u>

## Imago Community

### Notes to the financial statements For the year ended 31 March 2017

#### 6. Other income

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
CRB checks income	10,208	-	10,208	15,003
Membership fees	12,709	-	12,709	11,360
Sundry income	1,532	10	1,542	955
	<u>24,449</u>	<u>10</u>	<u>24,459</u>	<u>27,318</u>

In 2016, of the total other incoming resources, £26,636 was to unrestricted funds and £682 was to restricted funds.

#### 7. Expenditure on raising funds

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Cost of goods sold	330	-	330	170
Fundraising	191	547	738	1,632
	<u>521</u>	<u>547</u>	<u>1,068</u>	<u>1,802</u>

In 2016, of the expenditure on raising funds, £1,421 was to unrestricted funds and £381 was to restricted funds.

## Imago Community

### Notes to the financial statements For the year ended 31 March 2017

#### 8. Charitable activity expenditure

	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £	Total Funds 2016 £
Staff costs	70,427	1,361,561	1,431,988	1,434,728
Private healthcare	183	16,334	16,517	13,214
Support costs chargeable	-	149,333	149,333	246,887
Support costs recoverable	(149,333)	-	(149,333)	(246,887)
Conference and staff training	2,101	6,205	8,306	17,303
Meeting and training course expenses	5,684	1,337	7,021	6,297
Sundries, books and cleaning expenses	12,977	335	13,312	14,898
DBS check expenses	5,949	2,381	8,330	11,453
Rates and water	6,356	341	6,697	7,260
Light and heat	5,212	1,840	7,052	4,702
Insurance	6,431	5,510	11,941	9,831
Repairs and renewals	4,632	116	4,748	15,510
Rent payable	10,995	10,915	21,910	20,581
Post, printing, stationery and publicity	5,614	7,240	12,854	26,118
Telephone	18,144	11,524	29,668	31,692
Information technology costs	10,897	2,196	13,093	42,537
Membership fees and subscriptions	3,417	582	3,999	5,928
Donations	117	-	117	42
Legal and professional fees	7,901	5,350	13,251	29,053
Travel and subsistence	3,697	28,489	32,186	36,267
Refreshments	3,687	1,678	5,365	7,427
Other staff costs	608	618	1,226	13,169
Irrecoverable VAT	19,074	-	19,074	26,858
Bank charges	201	5	206	174
Depreciation	7,044	-	7,044	7,309
Volunteers expenses	64,110	719	64,829	60,646
Motor vehicle expenses	30,895	39,779	70,674	74,628
Project costs	967	73,029	73,996	86,190
(Profit)/loss on disposal of fixed assets	-	-	-	341
Auditors' remuneration	7,050	-	7,050	4,300
Interest payable	6,199	-	6,199	6,795
	<u>171,236</u>	<u>1,727,417</u>	<u>1,898,653</u>	<u>2,015,251</u>

In 2016, of the charitable activity expenditure, £166,999 was to unrestricted funds and £1,848,252 was to restricted funds.

#### 9. Net incoming resources/(resources expended)

This is stated after charging:

	2017 £	2016 £
Depreciation of tangible fixed assets:		
- owned by the charity	7,044	7,309
Auditor's remuneration - audit	7,050	4,300

During the year, no Trustees received any remuneration (2016 - £NIL).

During the year, no Trustees received any benefits in kind (2016 - £NIL).

During the year, no Trustees received any reimbursement of expenses (2016 - £NIL).

## Imago Community

### Notes to the financial statements For the year ended 31 March 2017

#### 10. Staff costs

Staff costs were as follows:

	2017 £	2016 £
Wages and salaries	1,263,872	1,272,801
Social security costs	114,665	108,332
Other pension costs	53,451	53,595
	<u>1,431,988</u>	<u>1,434,728</u>

The average number of persons employed by the company during the year was as follows:

2017 No.	2016 No.
58	53

The number of higher paid employees was:

	2017 No.	2016 No.
In the band £60,001 - £70,000	1	1

The total employment benefits of the key management personnel were £333,500 (2016: £313,750).

#### 11. Tangible fixed assets

	Freehold property £	Fixtures & fittings £	Other fixed assets £	Total £
<b>Cost</b>				
At 1 April 2016 and 31 March 2017	868,197	22,527	30,000	920,724
<b>Depreciation</b>				
At 1 April 2016	1,596	9,363	3,000	13,959
Charge for the year	1,278	2,766	3,000	7,044
At 31 March 2017	2,874	12,129	6,000	21,003
<b>Net book value</b>				
At 31 March 2017	865,323	10,398	24,000	899,721
At 31 March 2016	866,601	13,164	27,000	906,765

## Imago Community

### Notes to the financial statements For the year ended 31 March 2017

#### 12. Fixed asset investments

	Listed securities £
<b>Market value</b>	
At 1 April 2016	103,608
Revaluations	10,547
	<hr/>
At 31 March 2017	114,155
	<hr/>
<b>Historical cost</b>	70,650
	<hr/>

#### Investments at market value comprise:

	2017 £	2016 £
Listed investments	114,155	103,608
	<hr/>	<hr/>

All the fixed asset investments are held in the UK

#### Material investments

	31 March 2017 £	31 March 2016 £
M&G Charifund Income Units	114,155	103,608

#### 13. Debtors

	2017 £	2016 £
Other debtors	208,952	40,905
Prepayments and accrued income	43,557	61,379
	<hr/>	<hr/>
	252,509	102,284
	<hr/>	<hr/>

#### 14. Creditors: Amounts falling due within one year

	2017 £	2016 £
Bank loans and overdrafts	6,662	6,113
Trade creditors	18,831	24,694
Other taxation and social security	34,669	1,556
Other creditors	1,119	4,254
Accruals and deferred income	140,065	94,450
	<hr/>	<hr/>
	201,346	131,067
	<hr/>	<hr/>

**Notes to the financial statements  
For the year ended 31 March 2017**

**14. Creditors: Amounts falling due within one year (continued)**

	£
<b>Deferred income</b>	
Deferred income at 1 April 2016	78,500
Resources deferred during the year	103,415
Amounts released from previous years	(78,500)
	<u>103,415</u>
Deferred income at 31 March 2017	<u>103,415</u>

**15. Creditors:  
Amounts falling due after more than one year**

	2017 £	2016 £
Bank loans	<u>153,301</u>	<u>160,096</u>

Creditors include amounts not wholly repayable within 5 years as follows:

	2017 £	2016 £
Repayable by instalments	<u>124,214</u>	<u>133,065</u>

Included in creditors is a loan from Charity Bank, payable over 25 years at a rate of interest of 3.25% above the Bank of England base rate (minimum 0%). This loan is secured by way of a legal charge over property 17-19 Monson Road, Tunbridge Wells, Kent.

**16. Statement of funds**

	Brought Forward £	Income £	Expenditure £	Gains/ (Losses) £	Carried Forward £
<b>Designated funds</b>					
Building	866,601	-	(1,278)	-	865,323
Building repairs	60,000	-	-	-	60,000
Social Business Hub	35,000	-	-	-	35,000
Fundraising and PR	20,000	-	-	-	20,000
Research	30,000	-	-	-	30,000
Marketing	5,000	-	-	-	5,000
	<u>1,016,601</u>	<u>-</u>	<u>(1,278)</u>	<u>-</u>	<u>1,015,323</u>
<b>General funds</b>					
General Funds	158,099	207,227	(170,479)	10,547	205,394
	<u>1,174,700</u>	<u>207,227</u>	<u>(171,757)</u>	<u>10,547</u>	<u>1,220,717</u>

## Imago Community

### Notes to the financial statements For the year ended 31 March 2017

#### 16. Statement of funds (continued)

##### Restricted funds

Children and Families	77,774	1,127,000	(1,142,061)	-	62,713
Adults and Community Services	17,764	584,329	(585,903)	-	16,190
	<u>95,538</u>	<u>1,711,329</u>	<u>(1,727,964)</u>	<u>-</u>	<u>78,903</u>
Total of funds	<u>1,270,238</u>	<u>1,918,556</u>	<u>(1,899,721)</u>	<u>10,547</u>	<u>1,299,620</u>

##### Summary of funds

	Brought Forward £	Income £	Expenditure £	Gains/ (Losses) £	Carried Forward £
Designated funds	1,016,601	-	(1,278)	-	1,015,323
General funds	158,099	207,227	(170,479)	10,547	205,394
	<u>1,174,700</u>	<u>207,227</u>	<u>(171,757)</u>	<u>10,547</u>	<u>1,220,717</u>
Restricted funds	95,538	1,711,329	(1,727,964)	-	78,903
	<u>1,270,238</u>	<u>1,918,556</u>	<u>(1,899,721)</u>	<u>10,547</u>	<u>1,299,620</u>

The Children and Families restricted fund comprises Short Breaks, Young Carers, After School Clubs and similar projects.

The Adults and Community Services restricted fund comprises Care Navigator, Dial to Drive and other projects for adults.

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

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Tangible fixed assets	899,721	-	899,721	906,765
Fixed asset investments	114,155	-	114,155	103,608
Current assets	488,989	151,402	640,391	551,028
Creditors due within one year	(201,346)	-	(201,346)	(131,067)
Creditors due in more than one year	(153,301)	-	(153,301)	(160,096)
	<u>1,220,717</u>	<u>78,903</u>	<u>1,299,620</u>	<u>1,270,238</u>

**Notes to the financial statements  
For the year ended 31 March 2017**

**18. Reconciliation of net movement in funds to net cash flow from operating activities**

	2017 £	2016 £
Net income for the year (as per Statement of financial activities)	29,382	33,496
<b>Adjustment for:</b>		
Depreciation charges	7,044	7,309
(Losses)/gains on investments	(10,547)	7,217
Dividends, interest and rents from investments	(13,946)	(15,342)
Loss on the sale of fixed assets	-	341
Increase in debtors	(150,225)	(8,388)
Increase in creditors	69,730	20,241
<b>Net cash (used in)/provided by operating activities</b>	<b>(68,562)</b>	<b>44,874</b>

**19. Analysis of cash and cash equivalents**

	2017 £	2016 £
Cash in hand	387,882	448,744
<b>Total</b>	<b>387,882</b>	<b>448,744</b>

**20. Pension commitments**

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £53,451 (2016 - £53,595). No contributions (2016 - Nil) were payable to the fund at the balance sheet date and are included in creditors.

**21. Operating lease commitments**

At 31 March 2017 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	2017 £	2016 £
<b>Amounts payable:</b>		
Within 1 year	47,856	32,159
Between 1 and 5 years	55,115	43,436
<b>Total</b>	<b>102,971</b>	<b>75,595</b>

**22. Related party transactions**

Ed Weeks, Trustee, is a Partner at Cripps who provide legal services to the charity. The charity has incurred legal fees of £NIL during the current year (2016: £496).

Graham Shaw, husband of Caroline Shaw, CEO, provided bid and coaching services to the charity during the year totalling £8,191 (2016: £9,424).