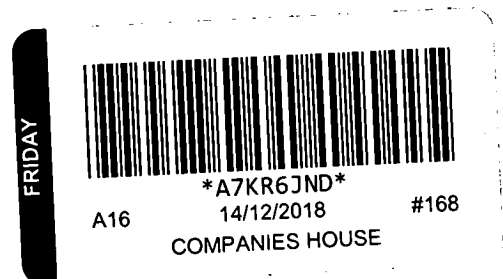


Registered number: 05354482  
Charity number: 1108388

**IMAGO COMMUNITY**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2018**



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**IMAGO COMMUNITY**  
**(A company limited by guarantee)**

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**IMAGO COMMUNITY**

(A company limited by guarantee)

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2018**

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**Trustees**

Mr P R Woodhouse, Chairman  
Mr E Weeks  
Mr D Oguntoye  
Mrs D Swanson  
Miss E Rogula  
Mr W Fearon  
Mr J Cheesman  
Mrs L Ellis  
Mr A Barrow

**Company registered number**

05354482

**Charity registered number**

1108388

**Registered office**

John Spare House, 17 - 19 Monson Road, Tunbridge Wells, Kent, TN1 1LS

**Company secretary**

Mrs C Shaw

**Chief executive officer**

Mrs C Shaw

**Independent auditors**

MHA MacIntyre Hudson, 17-21 Ashford Road, Maidstone, Kent, ME14 5DA

**Bankers**

CAF Bank, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4JQ

**Solicitors**

Cripps, Wallside House, 12 Mount Ephraim Road, Tunbridge Wells, Kent, TN1 1EG

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## **IMAGO COMMUNITY**

**(A company limited by guarantee)**

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### **TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2018**

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The Trustees present their annual report together with the audited financial statements of the charity for the year 1 April 2017 to 31 March 2018. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), 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) as amended by Update Bulletin 1 (effective 1 January 2015).

Since the charity 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.

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## IMAGO COMMUNITY

(A company limited by guarantee)

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### TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2018

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#### b. REVIEW OF ACTIVITIES

The company's income for the year was £1,980,662 and expenditure was £1,938,731 resulting in a net operating surplus of £41,931. After debiting the loss on the revaluation of the investment of £2,341 the Company made an overall surplus of £39,590.

The operating surplus comprises a deficit of £13,837 in restricted funds and a surplus of £53,427 in unrestricted funds.

At the year end £1,274,144 is held in unrestricted funds of which the Trustees have designated £1,065,056 as follows:

£ 915,056 - Fixed assets  
£ 30,000 - Fundraising and PR costs  
£ 50,000 - Development and pilot projects  
£ 15,000 - Marketing  
£ 50,000 - Building repairs  
£1,060,056

£214,088 represents the free general reserves of the company. A balance of £65,066 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 awarded by Medway Council for Medway Young Carers and for the distribution of the Medway Council Crisis Fund.

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.

- . 463 disabled children plus their 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.

- . 273 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.

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2018**

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

- . 6,909 Students more aware of mental health and wellbeing through SAFE.

***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 well-being. 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.**

- . 9,794 Young Carers are supported by the Young Carers team, an increase on last year of 21.5%
- . *"I would like to thank you very much for your help and support, you do a great job in recognising what these young kids have to do and in supporting them"* **Young Carer's Parent**

**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 150 Young Carers a respite break from their caring responsibilities. A group of Young Carers also attended 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'm really grateful, I don't know what I would have done without your help' it's made such a difference to our lives. It's great to know that support is out there for us. Thank you." **Graham**

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

- . 93% 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.

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2018**

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***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.
- . "Those who have retired can regain daily structure into their lives and the opportunity to use past skills for good causes" – **Volunteer**
- . "I can now do so much more, I have been given self-confidence and independence in my role as a Volunteer. I feel safe here" - **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.

- . 9,696 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.

- . 170 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.

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## IMAGO COMMUNITY

(A company limited by guarantee)

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### TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2018

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#### ***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.

**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 charity 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 £214,088 which is on target for this policy.

Before designated sums the free reserves were £359,088 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.



**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2018**

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**c. MATERIAL INVESTMENTS POLICY**

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 charity is registered as a charitable company limited by guarantee and was set up by a Trust deed.

The charity is constituted under a Trust deed and is a registered charity number 1108388.

**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 49 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.

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**IMAGO COMMUNITY**  
(A company limited by guarantee)

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2018**

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**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.

**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 AUDITORS**

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 auditors are 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 auditors are aware of that information.

**AUDITORS**

The auditors, MHA MacIntyre Hudson, have indicated their willingness to continue in office. The Designated Trustees will propose a motion re-appointing the auditors at a meeting of the Trustees.

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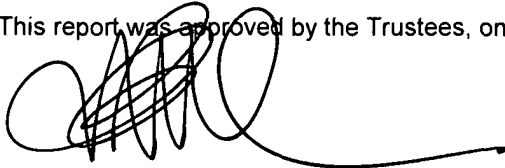
**IMAGO COMMUNITY**  
(A company limited by guarantee)

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2018**

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This report was approved by the Trustees, on 4/12/18 and signed on their behalf by:

A handwritten signature in black ink, consisting of a large, stylized 'P' followed by 'R' and 'W', with a long horizontal stroke extending to the right.

.....  
**Mr P R Woodhouse, Chairman**  
Trustee

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**IMAGO COMMUNITY**

(A company limited by guarantee)

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF IMAGO COMMUNITY**

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**OPINION**

We have audited the financial statements of Imago Community (the 'charity') for the year ended 31 March 2018 set out on pages 13 to 30. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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 2018 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 Charities Act 2011.

**BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**CONCLUSIONS RELATING TO GOING CONCERN**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**OTHER INFORMATION**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are

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**IMAGO COMMUNITY**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF IMAGO COMMUNITY**

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required to report that fact.

We have nothing to report in this regard.

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 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
- sufficient accounting records have not been kept; 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.

**RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charity 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, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

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**IMAGO COMMUNITY**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF IMAGO COMMUNITY**

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**USE OF OUR REPORT**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.



**MHA MacIntyre Hudson**

Chartered Accountants

17-21 Ashford Road

Maidstone

Kent

ME14 5DA

Date: 12.12.2014

MHA MacIntyre Hudson are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**IMAGO COMMUNITY**  
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**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2018**

	Note	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
<b>INCOME FROM:</b>					
Donations and legacies	2	7,809	26,151	33,960	59,857
Charitable activities	3	120,882	1,708,718	1,829,600	1,755,263
Other trading activities	4	49,278	28,366	77,644	65,031
Investments	5	13,103	-	13,103	13,946
Other income	6	26,355	-	26,355	24,459
<b>TOTAL INCOME</b>		<b>217,427</b>	<b>1,763,235</b>	<b>1,980,662</b>	<b>1,918,556</b>
<b>EXPENDITURE ON:</b>					
Raising funds		728	531	1,259	1,068
Charitable activities	7	160,931	1,776,541	1,937,472	1,898,653
<b>TOTAL EXPENDITURE</b>		<b>161,659</b>	<b>1,777,072</b>	<b>1,938,731</b>	<b>1,899,721</b>
<b>NET BEFORE INVESTMENT GAINS/(LOSSES)</b>		<b>55,768</b>	<b>(13,837)</b>	<b>41,931</b>	<b>18,835</b>
Net gains/(losses) on investments	12	(2,341)	-	(2,341)	10,547
<b>NET INCOME / (EXPENDITURE) BEFORE OTHER RECOGNISED GAINS AND LOSSES</b>		<b>53,427</b>	<b>(13,837)</b>	<b>39,590</b>	<b>29,382</b>
<b>NET MOVEMENT IN FUNDS</b>		<b>53,427</b>	<b>(13,837)</b>	<b>39,590</b>	<b>29,382</b>
<b>RECONCILIATION OF FUNDS:</b>					
Total funds brought forward		1,220,717	78,903	1,299,620	1,270,238
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>1,274,144</b>	<b>65,066</b>	<b>1,339,210</b>	<b>1,299,620</b>

The notes on pages 17 to 30 form part of these financial statements.

**IMAGO COMMUNITY**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 05354482**

**BALANCE SHEET**  
**AS AT 31 MARCH 2018**

	Note	£	2018 £	£	2017 £
<b>FIXED ASSETS</b>					
Tangible assets	11		<b>915,056</b>		899,721
Investments	12		<b>111,814</b>		114,155
			<u><b>1,026,870</b></u>		<u>1,013,876</u>
<b>CURRENT ASSETS</b>					
Debtors	13	<b>254,341</b>		252,509	
Cash at bank and in hand		<b>398,837</b>		387,882	
		<u><b>653,178</b></u>		<u>640,391</u>	
<b>CREDITORS:</b> amounts falling due within one year	14	<b>(194,396)</b>		<b>(201,346)</b>	
<b>NET CURRENT ASSETS</b>			<u><b>458,782</b></u>		<u>439,045</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u><b>1,485,652</b></u>		<u>1,452,921</u>
<b>CREDITORS:</b> amounts falling due after more than one year	15		<b>(146,442)</b>		<b>(153,301)</b>
<b>NET ASSETS</b>			<u><u><b>1,339,210</b></u></u>		<u><u>1,299,620</u></u>
<b>CHARITY FUNDS</b>					
Restricted funds	16		<b>65,066</b>		78,903
Unrestricted funds	16		<b>1,274,144</b>		1,220,717
<b>TOTAL FUNDS</b>			<u><u><b>1,339,210</b></u></u>		<u><u>1,299,620</u></u>

The charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The Trustees consider that the charity 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 charity 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.



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**IMAGO COMMUNITY**

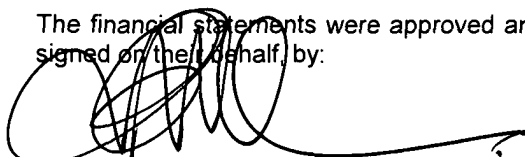
**(A company limited by guarantee)**

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**BALANCE SHEET (continued)**  
**AS AT 31 MARCH 2018**

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The financial statements were approved and authorised for issue by the Trustees on 4/12/18 and signed on their behalf, by:



.....  
**Mr P R Woodhouse, Chairman**

The notes on pages 17 to 30 form part of these financial statements.

**IMAGO COMMUNITY**  
**(A company limited by guarantee)**

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2018**

	Note	2018 £	2017 £
<b>Cash flows from operating activities</b>			
Net cash provided by/(used in) operating activities	18	<u>17,662</u>	<u>(68,562)</u>
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		13,103	13,946
Purchase of tangible fixed assets		<u>(19,810)</u>	<u>-</u>
<b>Net cash (used in)/provided by investing activities</b>		<u>(6,707)</u>	<u>13,946</u>
<b>Cash flows from financing activities:</b>			
Repayments of borrowings		-	(6,246)
<b>Net cash used in financing activities</b>		<u>-</u>	<u>(6,246)</u>
<b>Change in cash and cash equivalents in the year</b>		<b>10,955</b>	<b>(60,862)</b>
Cash and cash equivalents brought forward		<u>387,882</u>	<u>448,744</u>
<b>Cash and cash equivalents carried forward</b>	19	<u><b>398,837</b></u>	<u><b>387,882</b></u>

The notes on pages 17 to 30 form part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

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**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 Charity status**

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

**1.3 Income**

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

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

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**1. ACCOUNTING POLICIES (continued)**

**1.4 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.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Governance costs are those incurred in connection with administration of the charity 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 charity's operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

**1.5 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 and fittings	-	20% straight line
Computer equipment	-	33% straight line
Other fixed assets	-	10% straight line

**1.6 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.

**1.7 Interest receivable**

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

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**1. ACCOUNTING POLICIES (continued)**

**1.8 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.

**1.9 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.

**1.10 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 charity 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.

**1.11 Financial instruments**

The charity 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.

**1.12 Pensions**

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

**1.13 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 charity 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 charity 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.

**IMAGO COMMUNITY**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

**2. INCOME FROM DONATIONS AND LEGACIES**

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Donations	7,809	26,151	33,960	59,857

In 2017, of the total income from donations and legacies, £26,311 was to unrestricted funds and £33,546 was to restricted funds.

**3. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Grants receivable	-	1,706,647	1,706,647	1,649,868
Training course fees	6,375	-	6,375	5,950
Volunteers' driving income	79,371	-	79,371	84,559
Non-Contracted Activities - Project income	35,136	2,071	37,207	14,886
	<u>120,882</u>	<u>1,708,718</u>	<u>1,829,600</u>	<u>1,755,263</u>

In 2017, of the total income from charitable activities, £104,905 was to unrestricted funds and £1,650,358 was to restricted funds.

**Grants receivable**

	2018 £	2017 £
Kent County Council	839,926	880,426
Children in Need	35,984	33,937
Tunbridge wells Borough Council	23,125	25,000
Sevenoaks DC	10,000	10,000
Sevenoaks Lions	3,633	2,903
The Ivy & Jane Charitable Trust	23,725	44,529
Havering District Council	50,999	38,249
Bexley Borough Council	78,365	39,183
Tonbridge and Malling BC	4,000	4,000
Medway Council	286,203	261,886
NHS Clinical Commissioning Groups	113,000	104,417
East Sussex County Council	106,020	97,877
Southwark Borough Council	117,952	107,461
Sir Thomas Smythe Trust	1,000	-
Other	12,715	-
Total	<u>1,706,647</u>	<u>1,649,868</u>

**IMAGO COMMUNITY**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

**4. FUNDRAISING INCOME**

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Events income	1,890	26,620	28,510	27,374
Income from selling donated goods	43,060	-	43,060	32,828
Gift Aid	4,328	1,746	6,074	4,829
	<u>49,278</u>	<u>28,366</u>	<u>77,644</u>	<u>65,031</u>

In 2017, of the total income from charitable activities, £37,616 was to unrestricted funds and £27,415 was to restricted funds.

**5. INVESTMENT INCOME**

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Rental income	3,120	-	3,120	3,120
Investment income	5,509	-	5,509	5,217
Interest received	4,474	-	4,474	5,609
	<u>13,103</u>	<u>-</u>	<u>13,103</u>	<u>13,946</u>

In 2017, of the total income from charitable activities, £13,946 was to unrestricted funds and £Nil was to restricted funds

**6. OTHER INCOMING RESOURCES**

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
CRB checks income	10,770	-	10,770	10,208
Membership fees	11,020	-	11,020	12,709
Sundry income	4,565	-	4,565	1,542
	<u>26,355</u>	<u>-</u>	<u>26,355</u>	<u>24,459</u>

In 2017, of the total other income, £24,449 was to unrestricted funds and £10 was to restricted funds.

**IMAGO COMMUNITY**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

**7. CHARITABLE ACTIVITY EXPENDITURE**

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Governance Auditors' remuneration	4,500	-	4,500	7,050
Private healthcare	10,701	5,713	16,414	16,517
Conference and staff training	2,368	7,530	9,898	8,306
Meeting and training course expenses	7,474	3,652	11,126	7,021
Sundries, books and cleaning expenses	10,899	487	11,386	13,312
DBS check expenses	8,048	2,162	10,210	8,330
Rates and water	5,801	455	6,256	6,697
Light and heat	4,229	2,092	6,321	7,052
Insurance	9,355	1,170	10,525	11,941
Repairs and renewals	15,144	218	15,362	4,748
Rent payable	10,516	11,087	21,603	21,910
Post, printing, stationery and publicity	9,256	4,401	13,657	12,854
Telephone	28,820	-	28,820	29,668
Information technology costs	13,332	11,267	24,599	13,093
Membership fees and subscriptions	3,222	425	3,647	3,999
Donations	67	-	67	117
Legal and professional	7,426	2,901	10,327	13,251
Travel and subsistence	3,465	27,297	30,762	32,186
Refreshment	4,706	1,647	6,353	5,365
Other staff costs	1,883	2,462	4,345	1,226
Irrecoverable VAT	11,052	11,808	22,860	19,074
Bank charges	255	-	255	206
Depreciation	4,475	-	4,475	7,044
Volunteers expenses	52,701	841	53,542	64,829
Motor vehicle expenses	27,273	37,654	64,927	70,674
Project costs	4,707	78,310	83,017	73,996
Interest payable	5,632	-	5,632	6,199
Staff costs - wages and salaries	60,961	1,218,687	1,279,648	1,263,872
Staff costs - social security costs	5,224	99,265	104,489	114,665
Staff costs - other pension costs	3,622	68,827	72,449	53,451
	<u>160,931</u>	<u>1,776,541</u>	<u>1,937,472</u>	<u>1,898,653</u>

In 2017, of the total charitable activity expenditure, £171,236 was to unrestricted funds and £1,727,417 was to restricted funds.



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**IMAGO COMMUNITY**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

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**8. NET INCOME/(EXPENDITURE)**

This is stated after charging:

	2018 £	2017 £
Depreciation of tangible fixed assets:		
- owned by the charity	4,475	7,044
Auditors' remuneration - audit	4,500	7,050
	<u>4,500</u>	<u>7,050</u>

During the year, no Trustees received any remuneration (2017 - £NIL).

During the year, no Trustees received any benefits in kind (2017 - £NIL).

During the year, no Trustees received any reimbursement of expenses (2017 - £NIL).

**9. AUDITORS' REMUNERATION**

The Auditor's remuneration amounts to an Audit fee of £4,500 (2017 - £7,050).

**IMAGO COMMUNITY**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

**10. STAFF COSTS**

Staff costs were as follows:

	2018 £	2017 £
Wages and salaries	1,279,648	1,263,872
Social security costs	104,489	114,665
Other pension costs	72,449	53,451
	<u>1,456,586</u>	<u>1,431,988</u>

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

	2018 No.	2017 No.
Employees	55	58

The number of higher paid employees was:

	2018 No.	2017 No.
In the band £60,001 - £70,000	2	2

The total amount of employee benefits received by key management personnel amounted to £414,456 (2017: £417,730).

**11. TANGIBLE FIXED ASSETS**

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Other fixed assets £	Total £
<b>Cost</b>					
At 1 April 2017	868,197	-	22,527	30,000	920,724
Additions	-	19,810	-	-	19,810
At 31 March 2018	<u>868,197</u>	<u>19,810</u>	<u>22,527</u>	<u>30,000</u>	<u>940,534</u>
<b>Depreciation</b>					
At 1 April 2017	2,872	-	12,131	6,000	21,003
Charge for the year	1,277	-	198	3,000	4,475
At 31 March 2018	<u>4,149</u>	<u>-</u>	<u>12,329</u>	<u>9,000</u>	<u>25,478</u>
<b>Net book value</b>					
At 31 March 2018	<u>864,048</u>	<u>19,810</u>	<u>10,198</u>	<u>21,000</u>	<u>915,056</u>
At 31 March 2017	<u>865,325</u>	<u>-</u>	<u>10,396</u>	<u>24,000</u>	<u>899,721</u>

**IMAGO COMMUNITY**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

**12. FIXED ASSET INVESTMENTS**

	Listed securities £
<b>Market value</b>	
At 1 April 2017	114,155
Revaluations	(2,341)
	<u>111,814</u>
At 31 March 2018	<u>111,814</u>
<b>Historical cost</b>	<u>70,650</u>

**Investments at market value comprise:**

	2018 £	2017 £
Listed investments	<u>111,814</u>	<u>114,155</u>

All the fixed asset investments are held in the UK

**Material investments**

	31 March 2018 £	31 March 2017 £
M&G Charifund Income Units	111,814	114,155

**13. DEBTORS**

	2018 £	2017 £
Other debtors	205,859	208,952
Prepayments and accrued income	48,482	43,557
	<u>254,341</u>	<u>252,509</u>

**14. CREDITORS: Amounts falling due within one year**

	2018 £	2017 £
Bank loans and overdrafts	7,054	6,662
Trade creditors	25,978	18,831
Other taxation and social security	38,917	34,669
Other creditors	842	1,119
Accruals and deferred income	121,605	140,065
	<u>194,396</u>	<u>201,346</u>

**IMAGO COMMUNITY**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

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

	2018 £	2017 £
Bank loans	<u>146,442</u>	<u>153,301</u>

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

	2018 £	2017 £
Repayable by instalments	<u>146,442</u>	<u>124,214</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 the way of a legal charge over property 17-19 Monson Road, Tunbridge Wells, Ket.

**16. STATEMENT OF FUNDS**

**STATEMENT OF FUNDS - CURRENT YEAR**

	Balance at 1 April 2017 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2018 £
<b>Designated funds</b>						
Fixed assets	899,721	-	(4,475)	19,810	-	915,056
Building repairs	60,000	-	-	(10,000)	-	50,000
Social Business Hub	35,000	-	-	(35,000)	-	-
Fundraising and PR	20,000	-	-	10,000	-	30,000
Research	30,000	-	-	(30,000)	-	-
Marketing	5,000	-	-	10,000	-	15,000
Development and pilot projects	-	-	-	50,000	-	50,000
	<u>1,049,721</u>	<u>-</u>	<u>(4,475)</u>	<u>14,810</u>	<u>-</u>	<u>1,060,056</u>
<b>General funds</b>						
General Funds	170,996	217,427	(157,184)	(14,810)	(2,341)	214,088
Total Unrestricted funds	<u>1,220,717</u>	<u>217,427</u>	<u>(161,659)</u>	<u>-</u>	<u>(2,341)</u>	<u>1,274,144</u>