

Company Registration No. 07463849 (England and Wales)

Charity No. 1141823

# **Imagine Act and Succeed**

**(A registered charity and company limited by guarantee)**

**Annual Report of the Trustees  
and Financial Statements  
for the Year Ended  
31 March 2023**

# IMAGINE ACT AND SUCCEED

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# IMAGINE ACT AND SUCCEED

## REFERENCE AND ADMINISTRATIVE INFORMATION

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### *Key Management Personnel (at 31 March 2023):*

<b>Trustees</b>	Mr P Cassidy Mr S Howard Mrs B A Latham Mr M Routledge Mr P A Rowlinson Mrs K Waring
<b>Company Secretary</b>	Mr P Cassidy
<b>Chief Executive Officer</b>	Mrs R Gorman
<b>Strategic Head of Operations</b>	Mr T Keely
<b>Strategic Head of Operations</b>	Ms J Pilkington
<b>Head of Business</b>	Ms L Nuttall
<b>Lead Strategic Finance</b>	Mr S Jones
<b>Company number</b>	07463849
<b>Registered charity number</b>	1141823
<b>Registered office</b>	110 Chapel Street Leigh Lancashire WN7 2DB  Tel: 01942 807009  <a href="http://www.imagineactandsucceed.co.uk">www.imagineactandsucceed.co.uk</a>
<b>Auditor</b>	MHA Moore and Smalley Chartered Accountants & Statutory Auditor Richard House Winckley Square Preston PR1 3HP

# IMAGINE ACT AND SUCCEED

## TRUSTEES' REPORT

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The trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ending 31 March 2023, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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) published in October 2019.

The charity is a charitable company limited by guarantee and not having a share capital and is exempt from the requirement to use the word 'limited' as part of its name. It is governed by a memorandum and articles of association and was incorporated on 8 December 2010 to take over, from 1 July 2011, the activities of IAS (Services) Limited, an incorporated company which was originally founded in 1988.

### Structure, governance and management

Imagine Act and Succeed became a charity in July 2011 when the owners of IAS Services gifted their shares, assets and cash reserves to the charity so the long-term support of people and welfare of staff could be protected and developed.

A new Board was developed from the previous shareholders and is still growing as new members are identified and inducted into the values and work of the Board. We had 6 Trustees at April 2023, and it is our intention to attract additional Trustees in the coming months.

The Board meets bi-monthly or more often if urgent business arises. The Board has a planned annual agenda, and this is to ensure all the Charity's activities are considered and to make sure there is time for thorough governance, but also for good work to be appreciated and celebrated.

Sub-committees are established to complete work in particular areas, and one has been established to oversee the charity's Investment Strategy. The Board will delegate the sub-committee's work and final authority remains with it. A new sub-committee has been set up to look at new developments. The sub-committees will be a mix of Board members and operational staff and these partnerships will be able to draw on the necessary skills, creativity and knowledge.

Board members have jointly developed a Trustee Handbook, which clearly identifies their roles and responsibilities in the governance of the charity and the means by which this will be achieved. The Handbook drew on information from the Charity Commission and was based around its suggested good practice. Induction for new trainees reinforces the handbook and is individually tailored to each Board member's requirements.

The Board of Trustees had one additional half day meeting to look at the strategic direction of the Charity in light of the challenging environment it operates in.

Board members are also committed to spending time with people the charity supports, their families and support staff, so they will develop the relationships to have effective communication and insight into the work of the charity. They will be mindful not to undermine the work of the operational teams.

Imagine Act and Succeed has an experienced and creative senior management team led by the Chief Executive appointed by the Board. Each geographical area has a dedicated management team responsible for the development of services which are person centred and innovative. The local teams have access to support from H.R, Accountancy, Business, Payroll and other specialist functions so they can concentrate on their main task of leading staff teams to provide the best possible support to individuals. Each team reports regularly to the Board on their work and how they are meeting the agreed objectives in the charity's annual business plan.

The trustees continually examine the major strategic business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks.

# IMAGINE ACT AND SUCCEED

## TRUSTEES' REPORT

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### ***Key management personnel remuneration***

The combined salaries of the 5 Key Management Personnel, including employer National Insurance and pension contributions, are £270,781. These salaries have been reviewed and agreed by the trustees, and are comparable with salaries paid to similar staff in medium size charities in the social care sector. The salaries and benefits are considerably lower than for counterparts in the statutory sector, but the compensation is working in an organisation, where you can see the difference your contribution makes. The sense of identity with the organisation, and the sense of responsibility for its success is also very different.

### **Public Benefit Statement**

Our memorandum of association describes our public benefit as being to meet the needs of people who have a learning disability and to support people to reach their full potential. Without prejudice to the generality of the foregoing to support people with a disability to have choice and control over their lives, be valued and contributing members of their communities and be part of a wide network of friends, neighbours and family. The support will extend to their families, friends and local community with the aim of creating a society that is welcoming and inclusive of everyone.

Our statement of purpose, written by the people we support, their families, staff, commissioners and other allies in 2004 explains our focus as being:

- We seek to develop a person centred organisation where everyone feels valued and sees that their contribution is making a difference
- We aim to create an environment where everybody's energy and creativity is focussed on getting better lives for people
- We support people to live as valued and contributing members of their communities where they are part of a wide network of friends, neighbours and family
- We do this through active listening, thoughtful practice, passionate commitment and by working towards people's dreams.

### **Objectives and activities**

Imagine Act and Succeed's purpose is to provide support services that empower adults with a learning disability to have choice and control in their lives and enable them to have fulfilling lives. We work closely with the people we support, their families, friends and others to plan and deliver services in line with person centred approaches. Our Statement of Purpose encompasses our central philosophy and against which we measure everything we do.

Our main work has continued to focus on supporting people in their own homes (supported tenancies and shared ownership) in Wigan, Oldham and Trafford. We also have Community Support Teams in Wigan, Oldham and Salford that provide one to one support to people living at home with their families, or to people requiring lower levels of support in their own tenancies.

The Chief Executive and Senior Management team continue to manage and develop the organisation operationally and are supported by the Trustee Board. Major decisions or proposals affecting the charity are brought to the Board for discussion and decision.

The organisation became a charity in July 2011 and the Board continues to grow in membership. All appointed Trustees go through an induction process with existing Trustees, and key members of the operational staff. As part of the induction process new trustees are also given opportunities to meet some of the people and families we support and enabled to understand the organisation and how it functions and performs.

# IMAGINE ACT AND SUCCEED

## TRUSTEES' REPORT

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### Strategic report

#### Achievements and performance

We remained vigilant to the challenges of Covid-19, with staff testing if symptomatic. We had continued supply of lateral flow tests and PPE.

We retained Peninsula, a HR and Employment law consultancy to support us during the Covid-19 period, and we have continued our positive working relationship with advice and training for our leadership team.

We have been able to keep staff up to date with important information and changes to guidance using our text messaging service.

We also continue to face increased calls for data from external agencies such as CQC, Local authorities and Health Authorities and providing information to access Infection control funding.

We continue to work with awareness of staffs' mental health being affected by the pandemic, cost of living crisis and other issues, and we signpost to our Employee Assistance Programme that includes access to counselling.

It was very important to us to thank our staff for their hard work and commitment and we were able to reward staff with Christmas vouchers and an two uplifts above the national living wage, not funded by the Local Authority.

We have always had strong relationships with our Health colleagues, however because Health took a lead in this area our relationships have become much stronger, and we are able to go to them directly with any queries and for advice.

We are very proud of the organisation and our fantastic staff that have continued working tirelessly, always putting the people they support first. It is an incredible achievement and has been another challenging year yet again on many levels.

#### ***Wigan Tender***

Following the tender transfer in December 2021 we began to get to know people and their living situations. We very quickly came to the realisation that people were in inappropriate housing situations. It was evident that the people didn't know there was the opportunity to live in better housing. Extensive work went into sourcing appropriate housing, with many people opting for the "own front door" model.

In January 2023, after working collaboratively with housing for 12 months, Wharfdale opened. It is an extra care scheme, for people with extra support needs and no support needs.

#### ***New Work***

We are offered new work continuously across the board, and have started some new pieces of work. However due to the recruitment crisis we have had be selective.

#### ***Partnerships***

We are established members of a number of different umbrella groups. These are VODG (Voluntary organisation Disability group), Learning Disability England and Care England. This enables the sector to come together, share best practice and challenges and be a stronger voice for people with support needs. One outcome of the pandemic is strengthening of relationships with health authorities.

#### ***Housing Partners / Housing developments / Assistive Technology***

Our work continues to develop in this area with a number of developments. One notable development is in partnership not only with a housing association but working alongside another care provider. This has ensured a cost effective whilst qualitative service for a number of people in their own apartments, enabling people to have greater independence. There are now many new developments on the horizon.

# IMAGINE ACT AND SUCCEED

## TRUSTEES' REPORT

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### **Achievements and performance (continued)**

#### ***CQC Inspections***

All networks have overall CQC ratings of Good and networks are completing their PIR.

#### ***Safeguarding***

As an organisation, we take the safeguarding of people very seriously. We have training for staff delivered by the local authorities and ourselves, this is a standard agenda item on team meetings and in private job consultations. All staff are aware of the process of recording anything that makes them uncomfortable through a whistleblowing policy. In many situations, staff are suspended prior to investigation as a way of keeping everyone safe. All instances are investigated thoroughly and this can and does lead to disciplinary hearings. All safeguarding is reported to the local authority through their tier system. Following any safeguarding we have an internal "lessons learnt" meeting.

We are now represented on our Local Authorities Safeguarding board.

#### ***Stepping Out***

Stepping Out is well established and has developed extensively since its creation to the point of offering a wide range of possibilities to many people. It has a real focus on health; well-being and employment with a gardening project and two shops inside Extra Care Schemes offering purposeful employment experience for people we support. This also offers the community a service for those who need support with shopping and gardening. Stepping Out also offer a dog walking service. This has enabled many elderly people to be able to keep their pet dog whilst living in extra care. The service that Stepping Out offer to people has led to relationships and connections that would not have developed ordinarily. Over 50 people now receive support within Stepping Out, both internal and external to IAS. Stepping Out continues to flourish with new developments and opportunities.

#### ***Recruitment issues***

In the latter half of the pandemic, as the country started to open up we started to experience more difficulty in recruiting and this continues to be the case. The Recruitment Coordinator continues to work hard to recruit new staff and explores new creative ways to attract staff.

We have needed to use agencies to supply temporary staff as a second member of staff.

The recruitment market is very competitive and we are unable to match levels of pay offered by other sectors. The uplifts offered by local authorities to our funding only allow us to pay slightly over the minimum wage and not at the levels staff deserve. There is a move towards the professionalisation of support work; however, the low pay levels hinder the development of this perception amongst the population.

As cost of living continues to rise staff are looking for better paid jobs.

We have been involved with a number of initiatives to encourage recruitment levels. Our involvement in the Local Authority "Care to Join us" campaign has resulted in new people joining the social care workforce and working with us.

Due to the winter pressure funding awarded we were able to enhance the rewards offered to staff when referring new applicants via the Care Friends App. This funding also allowed us to offer incentives to new starters, including points via Care Friends for completing probation, and contributions to transport.

We formed a recruitment working group, and created a film detailing what it is like to be a support worker. We also decided to offer free driving lessons to new applicants.

# **IMAGINE ACT AND SUCCEED**

## **TRUSTEES' REPORT**

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### **Disabled employees**

The charity gives full consideration to applications for employment from disabled persons where a disabled person can adequately fulfil the requirements of the job. Where existing employees become disabled, it is the charity's policy wherever practicable to provide continuing employment under normal terms and conditions and to provide training and career development and promotion disabled employees wherever appropriate. We have actively used Access to work which staff have felt is beneficial.

### **Employee engagement**

We have always acknowledged that good ideas come from everywhere and that staff perform at their maximum capacity when they see that their contribution matters. Involvement in the development of the service creates a sense of ownership and responsibility for what we do, and how we do it. Each staff member will be regularly involved in job consultation, attend team meetings, and have an ongoing appraisal – all opportunities to put ideas forward and be listened to. Service development Forums and occasional task groups are further ways in which staff can be involved and contribute. Each Senior Manager reports annually to the Board on their work and how they are meeting the agreed objectives in the charity's annual business plan. We have sent staff anonymous questionnaires for their feedback.

### **Involvement of People we support**

As an organisation, we are person centred and people are at the heart of what we do. There is a belief in the organisation that people we support and their families and friends need to have control over the support. We gather this information through one-page profiles, reviews, My Day learning logs, Peoples Forums (discussing topics and issues about their support and what's going on in the wider world) and Relatives forums, and Tenants meetings.

We continue to use technology to ensure that people we support stayed connected to their family and friends, and the organisation.

We have also sent feedback questionnaires to family members of the people we support.

### **Wellbeing**

We have been well aware of the Cost of Living crisis and its impact on our workforce, and people we support. We formed a working group to look at how we can support staff and people during this time.

An initiative that has come from this was creation of a regular bulletin containing information and advice for saving money, or for discounts, or energy saving information. This goes out to all staff via our text messaging service.

We have introduced a Menopause policy, to ensure the necessary support is known and offered to employees when needed.

We carry out Health assessments for Night Workers to ensure that staff are not made ill as a consequence of working night shifts.



# IMAGINE ACT AND SUCCEED

## TRUSTEES' REPORT

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### Financial review & reserves policy

This year we're committed to giving staff two uplifts to get staff as close as possible to the real living wage and support recruitment without additional funding from our local authorities. Due to recruitment being really difficult we've had to use agency staff, which has contributed to ending the financial year with a deficit of £330,135, including investment losses of £69,835. We continue to astutely manage budgets whilst negotiating hourly rates with the local authorities.

The charity began its life with assets of just over £2 million, which were a combination of cash reserves and the fixed assets of our 6 offices. 12 years on, our combined assets are over £4.2 million.

Total reserves at 31 March 2023 are £4,238,923, which are all unrestricted funds. After the deduction of tangible fixed assets, total free reserves are £3,765,184. The Charities Commission recommends having reserves equivalent to six months operating costs to ensure stability and security, and our reserves policy is to ensure we have reserves of six months or over. We estimate that we are now at this figure.

### Investments policy

The Board established an Investment Strategy sub-committee, which meets twice a year to review existing investments and to consider further options when the cash balance is high. The sub-committee is made up of three trustees and the CEO. These meetings were held remotely during this financial year.

Currently just over £4.3 million is invested in a mixture of a Managed Investment Portfolio, one-year fixed rate deposit accounts, and interest-bearing bank accounts. We also have fixed assets worth just over £0.47 million in the shape of three fully paid-up offices.

### Plans for future periods

Priorities for the coming 12-18 months include:

- **Employment of people with disabilities**  
One of our priorities is employing more people with disabilities
- **House Model, housing partners and assistive technology**  
In some areas we have been working with the local authority to create area based models, whereby people have their own front door but are part of a supportive community close by to other supported tenants. We believe this is a safer model; it results in less isolation, provides better outcomes and is cost effective. We have three ongoing new developments in this model. These three developments would support 16 people.
- **Right Support**  
Over a number of years, we have developed a culture in IAS where we are focussed on getting the support right for people. This includes not under or over supporting people and the use of technology. Other providers find this particularly difficult in positive behaviour support situations. We have learned that getting the environment, support and technology right for people reduces an over reliance on paid support. This is a marketable product that is invaluable to people, families, providers and health and social care. Following the announcement by Sajid Javid regarding the need for the digitalisation of social care, we are looking at new ways of digital working including piloting Nourish care planning software.

# IMAGINE ACT AND SUCCEED

## TRUSTEES' REPORT

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### Plans for future periods (continued)

- **Cost of living**  
We are looking at creative ways to support staff during the Cost of Living crisis. We are using our text messaging service to signpost staff to money saving advice or available offers and discounts. We have debuted Wagestream, a financial wellbeing app for staff. Our EAP also offers financial advice and information to staff. We continue via an active working group to come up with new ideas and ways to help staff.
- **Recruitment**  
Recruitment continues to be a significant and challenging pressure. We are continuing to recruit staff using a variety of sources. As our use of agency has increased, we have created a working group of staff from different roles within the organisation to develop new ways and ideas of how to recruit. So far, examples of this are lowering the minimum age of our recruits to 16 and contacting schools directly to get information out to school leavers, and also offering a session of driving lessons to new recruits after 6 months of service.

### Fundraising

We have considered the requirements of the Charities (Protection and Social Investment) Act 2016 regarding disclosures concerning fundraising and fundraising standards and confirm that these do not apply to the charity.

### Statement of trustees' responsibilities

The trustees (who are also directors of Imagine Act and Succeed for the purposes of company law) are responsible for preparing the Trustees' Report (including the Strategic 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, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

In so far as the trustees are aware, there is no relevant audit information of which the charitable company's auditor is unaware, and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

## IMAGINE ACT AND SUCCEED

### TRUSTEES' REPORT

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#### Auditor

A resolution proposing that MHA Moore and Smalley be re-appointed as auditor of the charity will be put to the Annual General Meeting.

This report, which incorporates the Strategic Report, was approved by the Board of trustees on 05/12/2023 and signed on its behalf

*Peter Alan Rowlinson*

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**Mr P A Rowlinson – Trustee**

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS**

**OF**

## **IMAGINE ACT AND SUCCEED**

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### **Opinion**

We have audited the financial statements of Imagine Act and Succeed (the 'charitable company') for the year ended 31 March 2023, which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2023, 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.

### **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 Auditor's 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 UK, including the FRC'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**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS**

**OF**

**IMAGINE ACT AND SUCCEED**

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**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Respective responsibilities of the trustees**

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, 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.

**Auditor's responsibilities for the audit of the financial statements**

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 auditor's 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.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

OF

## IMAGINE ACT AND SUCCEED

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### Auditor's responsibilities for the audit of the financial statements (continued)

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations;
- Enquires with management about any known or suspected instances of fraud;
- Review of minutes of board meetings;
- Examination of journal entries and other adjustments to test for appropriateness and identify any instances of management override of controls;
- Review of legal and professional expenditure to identify any evidence of ongoing litigation or enquiries;
- Auditing the risk of fraud in income, including through the testing of income cut off at the period end, and through income transaction testing, to provide evidence that income is completely stated in the financial statements.

Because of the field in which the client operates we identified that employment law, health and safety legislation, Care Quality Commission (CQC) compliance, and compliance with the UK Companies Act are the areas most likely to have a material impact on the financial statements.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 auditor's report.

### Use of report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



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**Christine Wilson (Senior Statutory Auditor)**  
**For and on behalf of**  
**MHA Moore and Smalley**  
**Chartered Accountants & Statutory Auditor**

Richard House, Winckley Square, Preston, PR1 3HP

Date: 05/12/2023  
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# IMAGINE ACT AND SUCCEED

## STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME & EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
<b>Income from</b>					
<b>Charitable activities:</b>					
Supported tenancies		9,563,982	-	9,563,982	10,770,518
Community support team		516,762	-	516,762	454,475
Stepping Out		55,206	-	55,206	31,532
<b>Investments:</b>					
Interest receivable		25,955	-	25,955	4,132
Dividends receivable		25,066	-	25,066	19,513
<b>Other income</b>	2	-	-	-	315,433
<b>Total income</b>		<b>10,186,971</b>	<b>-</b>	<b>10,186,971</b>	<b>11,595,603</b>
<b>Expenditure on</b>					
Raising funds	3	17,438	-	17,438	18,385
Charitable activities	4	10,429,833	-	10,429,833	10,898,855
<b>Total expenditure</b>		<b>10,447,271</b>	<b>-</b>	<b>10,447,271</b>	<b>10,917,240</b>
<b>Net income/(expenditure) for the year before other recognised gains/(losses)</b>		<b>(260,300)</b>	<b>-</b>	<b>(260,300)</b>	<b>678,363</b>
Investment gains/(losses)	11	(69,835)	-	(69,835)	63,378
<b>Net income/(expenditure) for the year</b>		<b>(330,135)</b>	<b>-</b>	<b>(330,135)</b>	<b>741,741</b>
Transfer between funds		-	-	-	-
<b>Net movement in funds</b>		<b>(330,135)</b>	<b>-</b>	<b>(330,135)</b>	<b>741,741</b>
<b>Reconciliation of funds:</b>					
Fund balances brought forward		4,569,058	-	4,569,058	3,827,317
<b>Fund balances carried forward</b>		<b>4,238,923</b>	<b>-</b>	<b>4,238,923</b>	<b>4,569,058</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above. The result for the year for Companies Act purposes comprises the net incoming resources for the year net of unrealised profits and losses on investments and was a deficit of £260,300 (2022: surplus of £678,363).

# IMAGINE ACT AND SUCCEED

## BALANCE SHEET

AS AT 31 MARCH 2023

	Note	Designated funds £	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
<b>Fixed assets</b>						
Tangible fixed assets	10	-	473,739	-	473,739	465,436
Investments	11	-	1,658,560	-	1,658,560	1,720,767
		-	2,132,299	-	2,132,299	2,186,203
<b>Current assets</b>						
Debtors	12	-	397,924	-	397,924	352,350
Cash at bank and in hand		-	2,667,250	-	2,667,250	2,787,900
		-	3,065,174	-	3,065,174	3,140,250
<b>Creditors:</b> Amounts falling due within one year	13	-	(958,550)	-	(958,550)	(757,395)
<b>Net current assets</b>		-	2,106,624	-	2,106,624	2,382,855
<b>Net assets</b>		-	4,238,923	-	4,238,923	4,569,058
<b>Funds</b>						
Designated funds		-	-	-	-	-
Unrestricted funds		-	4,238,923	-	4,238,923	4,569,058
Restricted funds		-	-	-	-	-
<b>Total funds</b>	15	-	4,238,923	-	4,238,923	4,569,058

05/12/2023

These financial statements were approved by the trustees on ..... and signed on their behalf by:

*Peter Alan Rowlinson*

.....  
**Mr P A Rowlinson – Trustee**

Company Registration Number: 07463849



# IMAGINE ACT AND SUCCEED

## CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2023

	2023	2022
	£	£
Net income/(expenditure) for the year	(330,135)	741,741
<i>Adjustments for:</i>		
Investment income	(51,021)	(23,645)
(Gain) / loss on investments	69,835	(63,378)
Depreciation	24,314	18,772
(Profit) / loss on disposal of tangible fixed assets	-	(1,636)
(Increase) / decrease in debtors	(45,574)	60,087
Increase in creditors	201,155	8,707
<b>Net cash (used in) / provided by operating activities</b>	<b>(131,426)</b>	<b>740,648</b>
<b>Cash flows from investing activities:</b>		
Investment income	51,021	23,645
Purchase of tangible fixed assets	(32,617)	(9,955)
Proceeds from the sale of tangible fixed assets	-	1,636
Purchase of investments	(155,297)	(305,851)
Proceeds from sale of investments	138,815	237,040
Movement in cash held as investments	8,854	67,683
<b>Net cash provided by investing activities</b>	<b>10,776</b>	<b>14,198</b>
<b>Change in cash and cash equivalents in the year</b>	<b>(120,650)</b>	<b>754,846</b>
Cash and cash equivalents at the beginning of the year	2,787,900	2,033,054
<b>Cash and cash equivalents at the end of the year</b>	<b>2,667,250</b>	<b>2,787,900</b>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	2,348	1,087
Cash at bank	2,664,902	2,786,813
	<b>2,667,250</b>	<b>2,787,900</b>

Total cash and cash equivalents includes a total of £nil (2022: £nil) relating to restricted funds.

# IMAGINE ACT AND SUCCEED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

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#### Accounting policies

##### 1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Imagine Act and Succeed meets the definition of a public benefit entity under FRS 102.

The charity has availed itself of Paragraph 4(1) of Schedule 1 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 and adapted the Companies Act formats to reflect the special nature of the charity's activities.

##### Going concern

The trustees are required to assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation of the accounts. At the date of approving these accounts, the trustees have a reasonable expectation that the charity has sufficient cash resources to enable it to meet its liabilities as they fall due for at least 12 months from the date of approval. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

##### 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.

##### 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.

Restricted funds are those which have been provided for a specific purpose.

Designated funds are set aside by the trustees out of unrestricted general funds for specific purposes or projects.

##### Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income received in advance of an event or provision of other specific provision of other specified service it is deferred until the criteria for income recognition are met.

# IMAGINE ACT AND SUCCEED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 1 Accounting policies (continued)

##### Income (continued)

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.

##### Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources. Detailed analyses of the expenditure, including irrecoverable VAT where applicable, are provided in the notes to the accounts.

##### Tangible fixed assets

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected economic lives as follows:

- |                                    |   |                   |
|------------------------------------|---|-------------------|
| • Land and buildings               | - | 2% straight line  |
| • Fixtures, fittings and furniture | - | 25% straight line |
| • Office equipment                 | - | 25% straight line |

##### Investments

Investments are initially recognised at their transaction value and subsequently measured at their market value as at the balance sheet date. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

##### Debtors

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

##### Creditors

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

# IMAGINE ACT AND SUCCEED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 1 Accounting policies (continued)

##### 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.

##### Pensions

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Contributions payable for the year are charged in the SOFA.

##### Taxation

The company is a registered charity and therefore exempt from taxation.

##### Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

##### Judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The Trustees do not believe that there are any estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

# IMAGINE ACT AND SUCCEED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

#### 2 Other income

There was no other income in the year ended 31 March 2023. A breakdown of the other income total in the previous year is shown below.

	<i>Unrestricted funds</i> £	<i>Restricted funds</i> £	2022 £
<i>Coronavirus Job Retention Scheme income</i>	7,786	-	7,786
<i>Infection control funding</i>	-	85,767	85,767
<i>COVID-19 testing funding</i>	-	110,708	110,708
<i>Workforce capacity funding</i>	-	111,172	111,172
	<u>7,786</u>	<u>307,647</u>	<u>315,433</u>

#### 3 Expenditure

	<b>Direct costs</b> £	<b>Support costs</b> £	<b>2023</b> £	<b>2022</b> £
<b>Expenditure on raising funds:</b>				
Investment management fees	17,438	-	17,438	18,385
<b>Expenditure on charitable activities:</b>				
Provision of high-quality residential care facilities and related consultancy services (note 4)	<u>10,040,854</u>	<u>388,979</u>	<u>10,429,833</u>	10,898,855
	<u>10,058,292</u>	<u>388,979</u>	<u>10,447,271</u>	10,917,240

Total expenditure includes £nil (2022: £307,647) of restricted expenditure.

# IMAGINE ACT AND SUCCEED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 4 Expenditure on charitable activities

	2023 £	2022 £
Salaries	9,326,379	10,073,523
Motor and travel	12,313	9,648
Computer support	42,761	37,911
Property costs	5,314	4,094
Repairs and maintenance	19,778	6,268
Other staff costs	341,435	140,475
Sundry	49,158	41,608
Depreciation	24,314	18,772
Heat and light	11,922	7,328
Printing, postage and stationery	25,225	22,033
Telephone	39,705	36,069
Insurance	100,348	101,213
Governance costs (note 5)	81,100	68,093
Support costs allocated - salaries	350,081	331,820
	<hr/>	<hr/>
	10,429,833	10,898,855
	<hr/>	<hr/>

The above expenditure relates to the one charitable activity: Provision of high-quality residential care facilities and related consultancy services.

#### 5 Governance costs

	2023 £	2022 £
Audit	15,900	14,100
Legal and professional fees	26,302	17,124
Support costs allocated - salaries	38,898	36,869
	<hr/>	<hr/>
	81,100	68,093
	<hr/>	<hr/>

# IMAGINE ACT AND SUCCEED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 6 Net incoming resources

	2023 £	2022 £
The net incoming resources are stated after charging:		
Depreciation	24,314	18,772
Audit fee	13,250	11,750
	<hr/>	<hr/>

#### 7 Analysis of staff costs, Trustee remuneration and expenses, and cost of key management personnel

	2023 £	2022 £
<b>Payroll costs were:</b>		
Wages and salaries	8,740,932	9,450,485
Social security costs	695,464	708,532
Pension costs	278,962	283,195
	<hr/>	<hr/>
	9,715,358	10,442,212
	<hr/>	<hr/>

The number of employees whose remuneration for the year exceeded £60,000 was:

	2023 £	2022 £
£60,000 to £69,999	1	1

The trustees were not paid and did not receive any other benefits from employment with the charity in the year (2022: £nil). No out of pocket expenses were reimbursed to trustees during the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer, the two Strategic Heads of Operations, the Head of Business, and the Lead Strategic Finance. The total employee benefits of the key management personnel, including employer National Insurance and pension contributions, were £270,781 (2022: £261,645).

# IMAGINE ACT AND SUCCEED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

#### 8 Staff numbers

The average number of employees during the year was:

	2023 No	2022 No
Full and part time	413	469
Full time equivalents	295	343

#### 9 Pension costs

The charity operates a defined contribution pension scheme in respect of its staff, the assets of which are held separately from those of the charity. Contributions made by the charity to the scheme during the year amounted to £278,962 (2022: £283,195). At the year-end £45,573 (2022: £38,156) was owed to the scheme in respect of contributions.

#### 10 Tangible fixed assets

	Freehold land and buildings £	Fixtures, fittings & furniture £	Office equipment £	Total £
<b>Cost</b>				
At 1 April 2022	531,781	17,890	114,970	664,641
Additions	-	5,548	27,069	32,617
Disposals	-	(605)	(10,761)	(11,366)
<b>At 31 March 2023</b>	<b>531,781</b>	<b>22,833</b>	<b>131,278</b>	<b>685,892</b>
<b>Depreciation</b>				
As at 1 April 2022	79,312	14,317	105,576	199,205
Charge for the year	10,636	2,966	10,712	24,314
Eliminated on disposals	-	(605)	(10,761)	(11,366)
<b>At 31 March 2023</b>	<b>89,948</b>	<b>16,678</b>	<b>105,527</b>	<b>212,153</b>
<b>Net book value</b>				
<b>As at 31 March 2023</b>	<b>441,833</b>	<b>6,155</b>	<b>25,751</b>	<b>473,739</b>
As at 31 March 2022	452,469	3,573	9,394	465,436



# IMAGINE ACT AND SUCCEED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

#### 11 Investments

	2023 £	2022 £
Market value at 1 April 2022	1,720,767	1,656,261
Additions at cost	155,297	305,851
Disposal proceeds	(138,815)	(237,040)
Net investment gains/(losses)	(69,835)	63,378
Movement in cash held on deposit by investment agents	(8,854)	(67,683)
<b>Market value at 31 March 2023</b>	<b>1,658,560</b>	<b>1,720,767</b>

Listed investments are represented by:

	2023 £	2022 £
Fixed interest	24,298	114,023
Corporate bonds	79,459	84,371
Equities	763,867	676,638
Real assets	204,223	227,292
Commodities	22,731	82,809
Absolute return	311,862	150,555
Multi asset class	15,003	139,108
Liquidity	150,000	150,000
Cash held by investment managers on temporary deposit	87,117	95,971
<b>Total investments</b>	<b>1,658,560</b>	<b>1,720,767</b>

Investments are valued at market value at the year end as determined by the charity's investment managers, Evelyn Partners Investment Services Limited.

#### 12 Debtors

	2023 £	2022 £
Trade debtors	143,364	125,692
Other debtors	1,746	8,447
Prepayments and accrued income	252,814	218,211
	<b>397,924</b>	<b>352,350</b>

# IMAGINE ACT AND SUCCEED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

#### 13 Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	110,062	77,904
PAYE and social security	181,441	183,890
Other creditors	369,213	206,940
Accruals and deferred income	297,834	288,661
	<b>958,550</b>	<b>757,395</b>

#### 14 Related party transactions

There were no related party transactions during the current or previous year.

#### 15 Funds

##### Restricted funds

There were no restricted fund balances at 31 March 2022, and no restricted income received during the year ended 31 March 2023. Details of the movements on restricted funds in the previous year are shown below.

##### Unrestricted funds

	Brought forward at 1 April 2022 £	Income £	Expenditure £	Gains, losses and transfers £	Carried forward at 31 March 2023 £
Unrestricted funds	4,569,058	10,186,971	(10,447,271)	(69,835)	<b>4,238,923</b>
	<b>4,569,058</b>	<b>10,186,971</b>	<b>(10,447,271)</b>	<b>(69,835)</b>	<b>4,238,923</b>

# IMAGINE ACT AND SUCCEED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

#### 15 Funds – prior year

##### *Restricted funds*

	<i>Brought forward at 1 April 2021</i>	<i>Income</i>	<i>Expenditure</i>	<i>Gains, losses and transfers</i>	<i>Carried forward at 31 March 2022</i>
	£	£	£	£	£
<i>Infection control funding</i>	-	85,767	(85,767)	-	-
<i>COVID-19 testing funding</i>	-	110,708	(110,708)	-	-
<i>Workforce capacity funding</i>	-	111,172	(111,172)	-	-
	-	307,647	(307,647)	-	-

##### *Unrestricted funds*

	<i>Brought forward at 1 April 2021</i>	<i>Income</i>	<i>Expenditure</i>	<i>Gains, losses and transfers</i>	<i>Carried forward at 31 March 2022</i>
	£	£	£	£	£
<i>Unrestricted funds</i>	3,827,317	11,287,956	(10,609,593)	63,378	4,569,058
	3,827,317	11,287,956	(10,609,593)	63,378	4,569,058

##### **Purpose of the restricted funds:**

*The Infection Control funding represents funding from Wigan, Oldham and Trafford Councils which was distributed to charities within the care sector for infection control purposes. This was fully spent in the year.*

*The COVID-19 testing funding represents funding from Wigan, Oldham and Trafford Councils for the costs of COVID-19 testing. This was fully spent in the year.*

*The Workforce capacity funding represents funding from Wigan, Oldham, Trafford and Salford Councils towards the costs of delivering additional staffing capacity. This was fully spent in the year.*