

THE CALICO GROUP LIMITED

Report and Consolidated Financial Statements

Year ended 31 March 2020

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Board Members, Executive Officers, Advisors and Bankers

Board

Lesley Burrows (Chair)
Councillor Simon Blackburn
Peter Bevington
Charles Bithell (appointed 1 April 2020)
Grahame Elliott CBE
John Inglesfield
Richard Jones CBE (appointed 18 October 2019)
Martin King
Paul Mayson
Carmel McKeogh
Sarah Parr
Philip Watson CBE

Executive Officers

Chief Executive Anthony Duerden

Group Director of Strategy and Business Development Ed Barber

Executive Director of Operations Helen Thompson

Group Director of Finance and Company Secretary Stephen Aggett

Group Director of Organisational Development Vicki Howard

Registered Office

Centenary Court, Croft Street
Burnley, Lancashire, BB11 2ED
www.calico.org.uk

Company Registered Number 08747100

External Auditor

Beever and Struthers
Chartered Accountants & Statutory Auditor
St George's House, 215-219 Chester Road, Manchester, M15 4JE

Internal Auditor

BDO LLP
3 Hardman Street, Manchester, M3 3AT

Solicitors

Forbes Solicitors, Rutherford House
4 Wellington Street, St. Johns, Blackburn, BB1 8DD

Bankers

National Westminster Bank 6th Floor, 1 Spinningfields Square Manchester M3 3AP	Barclays Bank Plc 198 Ashley Road Hale Cheshire WA15 9SW
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Group Lenders

National Westminster Bank Floor 3, Kirkstane House 139 St Vincent Street Glasgow G2 5JF	Nationwide Building Society Kings Park Road Moulton Park Northampton NN3 6NW
Barclays Bank Plc 198 Ashley Road Hale Cheshire WA15 9SW	

Corporate Framework

Our Purpose

The purpose for the Group is:

“Providing quality services that make a difference to people’s lives”

We want to help individuals of all ages and backgrounds, and their families, live peacefully and prosperously in warm, secure homes and safe, friendly neighbourhoods.

We have a passion for making our customers’ lives better.

Our Values

Our values reflect the priorities we need to concentrate on to ensure that the vision can be delivered.

Our values are:

- Going one step further with our customers
- Our wellbeing as individuals and teams
- Improving and strengthening ourselves and our organisation

To achieve our purpose of making a real difference to people’s lives.

Our Vision

“Whoever you are and wherever you are at, we want to help you enjoy a better future. As a Group, we are strong and diverse. It is the passion, integrity and purpose of our people that makes things happen”

Strategic Objectives

The purpose, values and vision provide the strategic direction of the Group. The Group will achieve its purpose, values and vision through its strategic objectives.

The five strategic objectives are:

1. To work together to exceed our customers’ expectations and to attract new customers.
2. To innovate, grow and diversify by securing and delivering new business opportunities.
3. To be a strong and well-governed business that is continually improving.
4. To develop a values led organisation where people are happy and can thrive.
5. To influence our external environment to help create a better society for everyone.

Strategic Report of the Board

The Board is pleased to present its strategic report as required by the Companies Act 2006.

Legal status and objective

The Calico Group Limited was incorporated as a not for profit, non charitable company limited by guarantee to act as the parent body for the Calico Group of companies.

The Company is non asset holding and provides strategy and direction to the Group ensuring opportunities are seen with a whole Group perspective. Its Board is drawn from across all areas of activity undertaken by its subsidiaries. The constitution is such that at least 50% of the Board must be independent of any other company within the Group.

Review of activities and future prospects

Whilst the Group has had another successful year, each company within the Group has faced its own challenges. The continuing 1% rent reduction, austerity measures, the reduction in grant funding levels and local authority cuts have all impacted on the financial performance.

Our services include the provision of housing, homelessness support and accommodation, help for people suffering from domestic abuse, drug and alcohol recovery services, support into work and training opportunities. All of these align with our values to generate social profit and make a difference to people's lives.

We also operate a commercial building and construction company, Ring Stones Maintenance and Construction LLP, to undertake relevant work for Calico Homes Limited ("Homes") and other private customers. This produces VAT savings and provides a route to work for our apprentices.

Syncora Limited is our "social enterprise" holding company with a common board for Acorn Recovery Projects ("Acorn"), Calico Enterprise Limited ("Enterprise") and Safenet Domestic Abuse and Support Services Ltd ("Safenet"), in order to provide strategy and direction to these entities of the group ensuring that opportunities are identified and acted upon from the perspective of the Group as a whole, rather than the individual businesses.

Delphi Medical Limited and Delphi Medical Consultants Limited ("Delphi"), subsidiaries of Acorn, provide clinical and psychosocial detoxification services which complements existing services provided by Acorn. Delphi is the lead provider of integrated substance misuse services in Blackpool and in Manchester and Buckley Hall prisons, working alongside Acorn.

Acorn has responded to the challenges by continuing to adapt and review its services, operating across the North West and Greater Manchester, focusing on establishing new partnerships and strategic alliances. In particular, Acorn Academy, providing bespoke training packages which are recognised by the National Open College Network, working with Enterprise to grow and widen our educational offer.

Enterprise delivers several social enterprises that target the delivery of social impact and a number of services that promote skills and personal development. Enterprise also operates support contracts that include Bury Floating Support Families Service, a Syrian Resettlement Programme and Gateway, a homeless service for people with complex needs.

Safenet continues to manage refuges, based in Burnley, Lancaster, Preston and Rochdale, that support people who have suffered domestic abuse. Their Support Service provides emotional and practical support to enable clients to move away from abusive relationships and successfully resettle within the community. In Blackpool, Safenet has been delivering community based Independent Domestic Violence Advisor ("IDVA") services.

For Homes, the identified efficiency saving of £1.8m cumulative, to mitigate against the Government required rent reduction of 1% per year over a four year period from 2016/17, was achieved by March 2019.

Homes continues to maintain high levels of income collection with an intensive and proactive approach to rental income management, along with a focus on tenancy sustainment, supporting its customers through Welfare Reform, in particular Universal Credit, in partnership with the Department of Work & Pensions and Job Centre Plus.

There were several developments and acquisitions that completed during the year:

- Priory Chase (Nelson), an affordable rent scheme of 33 units that were extremely popular with Pendle residents.
- Brunshaw Maisonettes (Burnley), creating 10 affordable homes, from former commercial premises, for families and disabled residents.
- Station Road (Padiham), a 22 unit affordable rent scheme
- Thornber Court (Burnley), acquisition of 63 units to increase our bungalow provision.

We have a partnership with local authorities across Pennine Lancashire and Homes England securing grant subsidy for development schemes for the provision of affordable social housing for the next few years. Other Growth areas include opportunities to work with other organisations within the Group to provide supported housing for our vulnerable customers and those requiring support for complex needs. This enables the Group to tailor the service offers available to continue to support individuals and achieve our purpose of making a difference to people's lives.

The Board is satisfied with the progress being made and that the various companies in the Group will grasp the opportunities that they generate or that arise during the coming year and manage the challenges to minimise or mitigate their effect. This report was approved by the Board on 18 September 2020 and signed on its behalf by:

Lesley Burrows
Chair of the Board
18 September 2020

Report of the Board

The Board is pleased to present its report and the consolidated financial statements for the year ended 31 March 2020.

Principal activities

The Calico Group Limited is a not for profit, non-charitable company limited by guarantee, governed by its articles of association. The company was incorporated on 24 October 2013 to facilitate a restructure of the Calico Group on 1 November 2013 with the previous parent company being Calico Homes Limited. Consolidated accounts have been prepared in line with recognised accounting practices.

The Calico Group Limited is the ultimate parent company for Calico Homes Limited, Syncora Limited, Calico Enterprise Limited, SafeNet Domestic Abuse and Support Services Ltd, Calico JV Limited (a 99% partner in Ring Stones Maintenance and Construction LLP ("Ring Stones")), Hobstones Homes Limited (a 1% partner in Ring Stones) and Acorn Recovery Projects (the owner of 100% shareholding in Delphi Medical Limited and Delphi Medical Consultants Limited). "Calico" is used generically to describe this group of companies.

Board members and executive officers

The present Board members and the executive officers of the Company together with details of the changes which have occurred up to the date of approval of this report by the Board are set out on page 1. The executive officers act as directors within the authority delegated by the Board. The executive officers are employed under joint employment contracts with Calico Homes Limited.

The Group has insurance policies that indemnify its Board members and executive officers against liability when acting for the Group.

Remuneration policy

The Board is responsible for setting the remuneration policy of Calico, and in doing so pays close attention to remuneration levels in the relevant sectors in determining the remuneration packages of the executive officers and other senior staff within the group. Basic salaries are set having regard to an individual's responsibilities and the pay levels for comparable positions.

Pensions

The executive officers and senior staff are eligible to join and participate in the pension schemes available to other staff members in the company by which they are employed. They participate in the schemes on the same terms as all other eligible staff. Full details of the schemes are given in note 7 to the financial statements.

Employees

The strength of the Calico Group lies in the quality and commitment of its employees. Calico's ability to meet its objectives and commitments to customers in an efficient and effective manner depends on the contribution of all its employees.

Calico continues to provide information on its objectives, progress and activities through briefings from senior staff, regular departmental meetings, an annual staff conference, an on line performance monitoring system and a regularly updated intranet site. The Employee Champions, from across the Group, communicate with staff and gather feedback on any issues.

Calico is committed to equal opportunities for all its employees and in particular supports the employment of disabled people, both in recruitment and in the retention of employees who become disabled whilst in employment. Calico has been awarded the two ticks award (for being positive about disabled people) and the Leaders in Diversity award.

As part of the Calico Group, we were acknowledged by Inclusive Companies as one of the top 25 inclusive employers in the UK. This recognition is based on amalgamation of topics including recruitment procedures, training, workforce data and a host of diversity related initiatives. We attract a wide range of staff from different backgrounds. The diversity of our employees is 39% male, 61% female, 8% who self-identify as disabled and 11% from a BAME background. The latter two measures are largely reflective of the communities we serve.

Capital structure and treasury management

Only two Calico companies have loan facilities, Calico Homes Limited ("Homes") and Acorn Recovery Projects ("Acorn").

Homes borrowed a further £12.0 million (2019: £9.2 million) to bring its total borrowings to £123.2 million (2019: £111.7 million) out of the facility of £141.5 million. The additional borrowing was used to support the development programme.

Acorn has repayment mortgages totalling £0.3 million (2019: £0.3 million) at the year end. There were no additional borrowings undertaken in the year.

Homes borrows from National Westminster Bank and Nationwide Building Society at both fixed and floating rates of interest and currently has 74.0% (2019: 79.0%) of its borrowings at fixed rates. The loans are secured by fixed and floating charges on the property stock.

Report of the Board (continued)

Capital structure and treasury management (continued)

Acorn borrows from Barclays Bank Plc at both fixed and floating rates. The mortgages are secured by fixed charges on some of the Acorn properties.

Gearing is in line with the long term business plans which show we are able to repay our loans in line with our agreement with our funders.

The Group borrows only in sterling and so is not exposed to currency risk.

Health and safety

The Board is aware of its responsibilities on all matters relating to health and safety. Calico has prepared detailed health and safety policies and risk assessments and provides staff training and education on health and safety matters. The Health and Safety Committee, chaired by the Chief Executive, meets on a regular basis. Ring Stones is Contractors Health and Safety Assessment Scheme ("CHAS") accredited.

NHF Code of Governance

As a Group we have chosen to adopt the NHF Code of Governance as an appropriate set of governance principles.

The Code deals with our Board, the way it operates, our constitution, the role of chair, the chief executive, equalities and probity, in fact everything which you would expect to see in a well-run Board and organisation. Each year, we are compliant where relevant to the NHF code of Governance - where we are not, we agree an action plan and do what is necessary to comply with the Code.

The Board certifies that the Group is pleased to report compliance with this Code where relevant for the year ended 31 March 2020 following an annual review that took place in March 2020.

Grahame Elliott has been on the Board of a subsidiary, Acorn Recovery Projects, for over 9 years. While we note that this is not best practise the Board and Audit Committee feel justified that he continues his role due to his understanding of drug and alcohol recovery and expert financial knowledge. This position will be reviewed annually.

It should be noted that the chair of the Calico Homes Board, John Inglesfield, is a non-voting member of the Group Audit and Risk Committee and was appointed due to his extensive knowledge of funding, risk and regulation.

The Board

The Board comprises of twelve (2019: ten) non-executive members. It is responsible for managing the strategic direction of the Group. It formally meets each quarter throughout the year. Other meetings are held as required to support the development of the members. Details of Board Members can be found on page 1.

The Board is responsible for Calico's strategy and policy framework. It delegates the day-to-day management and implementation to the Chief Executive and other senior officers. The Executive officers meet weekly and attend Board meetings.

Committees

The Group Audit Committee meets a minimum of three times a year. It considers the appointment of internal and external auditors, the scope of their work and their reports. It also reports to the Board on the effectiveness of the Group's internal financial control arrangements.

The Group Remuneration Committee is responsible for making recommendations to the Board on the remuneration and employment contracts of the Executive and senior officers. The committee also sets the objectives for the Chief Executive and reviews performance against those objectives. The committee meets at least annually but at other times as required.

Reserves

After transfer of the total comprehensive income for the year £2,203,000 (2019: £809,000), which includes actuarial gain £739,000 (2019: loss £170,000) and the initial recognition of multi-employer defined benefit scheme loss of £Nil (2019: £875,000), the Group reserves at the year end amounted to deficit £3,156,000 (2019: £5,499,000), which overall is in line with expectations.

Group structure

In 2020, a review of the Group's company and governance structures took place in order to ensure they can best support the delivery of the strategic objectives and that the Group continues to grow and develop.

In 2018, Syncora Limited was established, a 'Social Enterprise' holding company with a common board for each of the legal entities which are Enterprise, Acorn and Safenet. This holding company sits between the legal entities and the Group Board. This new arrangement enhanced the continued growth by integrating service and company offers and allowing competition with larger scale 'lead' providers.

Report of the Board (continued)

Internal controls assurance

The Board has overall responsibility for establishing and maintaining the whole system of internal control of Calico and for reviewing its effectiveness.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and not absolute, assurance against material misstatement or loss, in line with the Board's view that risks should be controlled and not avoided.

In meeting its responsibilities, the Board has adopted a risk-based approach to establishing and maintaining internal controls that are embedded within day-to-day management and governance processes. This approach includes the regular evaluation of the nature and extent of risks to which the Group is exposed.

The process for identifying, evaluating and managing the significant risks faced by Calico is ongoing and has been in place throughout the period commencing 1 April 2019 up to the date of approval of the annual report and financial statements. The Board receives and considers reports from management on these risk management and control arrangements on a regular basis during the year and considers at each meeting whether the risk map needs amending as a result of the meeting.

The arrangements adopted by the Board in reviewing the effectiveness of the system of internal control, together with some of the key elements of the control framework include:

Identifying and evaluating key risks

Calico's risk management strategy, setting out its attitude to risk in the achievement of its objectives, underpins the risk management, business planning and control arrangements. These arrangements clearly define management responsibility for the identification, evaluation and control of significant risks.

The executive directors regularly consider reports on these risks and the Chief Executive is responsible for reporting to the Board any significant changes affecting key risks. A review of the Risk Management Framework was undertaken during the 2015/16 financial year and has been refined and updated and is now adopted across the Group.

Control environment and internal controls

The processes to identify and manage the key risks to which Calico is exposed are an integral part of the internal control environment. Such processes, which are reviewed annually and revised where necessary, include strategic planning, the recruitment of executive directors and senior staff, regular performance monitoring, control over developments and the setting of standards and targets for health and safety, data protection, fraud prevention and detection, and environmental performance.

Information and reporting systems

Financial reporting procedures include detailed budgets for the year ahead and forecasts for subsequent years. These are reviewed and approved by the Board and monitored throughout the year. Reports on key performance indicators to assess progress towards the achievement of key business objectives, targets and outcomes are regularly produced and reviewed. The outcomes of these reviews are formally reported and discussed by the Board quarterly.

Monitoring arrangements

Regular management reporting on control issues provides assurance to successive levels of management and to the Board. It is supplemented by regular reviews by internal audit who provide independent assurance to the Board, via the Group Audit Committee. The arrangements include a rigorous procedure, monitored by the Group Audit Committee, for ensuring that corrective action is taken in relation to any significant control issues. Calico has implemented a programme of control risk self-assessment and is further embedding this at all levels of the organisation, which will continue to strengthen control arrangements.

Report of the Board (continued)

Risks and uncertainties

Utilising the above approach Calico has identified the following major risks to the successful achievement of its objectives:-

Key risk element	Status	Strategic Objective
<p>1. Change in Government policy and funding relating impacts of financial viability of all companies affecting ability to grow and meet strategic aims.</p>	<ul style="list-style-type: none"> • Assumptions in the business plan in respect of income collection agreed annually and built into the business plan to ensure financial viability is maintained (updated March 2020). • Progress/information on Welfare Reform regularly included in board briefing packs. • Income collection & tenancy sustainment performance monitored (reported KPI). • Multi-variant Stress Testing carried out and consultation with Board about scenarios, stress triggers and mitigation. • Tenancy Sustainment Strategy and action plans being delivered focussing on tenancy sustainment and Universal Credit. • Development strategy approved. • Disposals policy approved in response to the de-regulation agenda • Increased level of performance reporting around rent collection with Universal Credit customers. • Deliver tenancy sustainment & Universal Credit action plans. • Move to partnership working rather than reliance on tendering/contracting • ICT improvements including channel shifting processes and introducing system to support rent collection performance (proactive arrears). • Delivery of the Retirement Living Strategy to mitigate the risks linked to sheltered accommodation. • Rent setting policy approved. • Continue to diversify to include other funding streams including health and education. • Future scanning for growth and other opportunities. • Increasing number of local authority frameworks for our services. • Review of service delivery model to ensure fit for purpose. 	<ol style="list-style-type: none"> 1. To work together to exceed our customers' expectations and to attract new customers. 2. To innovate, grow and diversify by securing and delivering new business opportunities. 3. To be a strong and well-governed business that is continually improving. 5. To influence our external environment to help create a better society for everyone.
<p>2. Loss of key staff limits ability to perform.</p>	<ul style="list-style-type: none"> • People strategy in place. • Employee Relations Policy, Realising People's Potential Policy, Wellbeing Policy, Health and Safety Policy, Pay and Reward policy. • Human Resources & payroll systems. • Review of the performance management framework. • Training. • Induction process improved. • Exit interviews. • Surveys/feedback. • Cultural values assessment. • Continued embedding of the company values. • HR indicator report reviewed annually at Group Board. • Salary benchmarking completed across the Group. • Staff listening groups and exit interviews are conducted with staff to develop better understanding of key issues and actions to be taken. • One Calico. • Employee engagement surveys/feedback. • Leadership development programme. • Regular meetings across the group with HR Business Partners reviewing market trends. 	<ol style="list-style-type: none"> 2. To innovate, grow and diversify by securing and delivering new business opportunities. 4. To develop a values led organisation where people are happy and can thrive.

Key risk element	Status	Strategic Objective
<p>3. Operational performance not delivered to levels required and deteriorates due to changes in external operating environment.</p> <p>Performance information reported to Boards is inaccurate.</p>	<ul style="list-style-type: none"> • Regular performance report produced on a balanced scorecard basis, reviewed by teams, senior management team and executive team monthly. • Universal Credit & tenancy sustainment action plans in place. • Internal audit function able to validate the information being presented to Boards as part of their review of controls. • External environment being monitored for changes in Government policy and action plans developed to manage. • Calico Enterprise has revised performance report developed in consultation with our Board and based on revised operating model. • Charitable company's financial plans are linked to operational performance. Monthly review meetings in place to ensure targets are achieved. • On-going focus on Voids performance and delivery of the voids action plan. Regular reporting to Board and focus at operational level. • Development updates and additional reporting to Homes Board focussing on high profile schemes. • On-going monitoring by Homes Board of new schemes to ensure successful delivery. • Review of performance indicators to ensure they reflect strategic targets and priorities. • Partnering meetings between group companies to oversee and monitor performance. • Regular meetings with Commissioners to review progress against contracted outcomes. • Business review meetings in place with key focus on improving performance where required. 	<ol style="list-style-type: none"> 1. To work together to exceed our customers' expectations and to attract new customers. 2. To innovate, grow and diversify by securing and delivering new business opportunities. 3. To be a strong and well-governed business that is continually improving. 4. To develop a values led organisation where people are happy and can thrive.
<p>4. Group companies failure to adhere to their various regulatory and statutory legislation requirements.</p> <p>Failure to meet requirements for RSH, H&S, CQC, Home Office standards could lead to reputational damage for the Group. Increased focus/change in regulation due to non-registered parent for RSH and Calico Homes.</p> <p>Failure to respond to political implications and additional safety regulations following the Grenfell fire tragedy leading to reputational damage and regulatory intervention.</p> <p>Failure to listen to customers regarding H&S concerns resulting in breach of regulation/legislation.</p>	<ul style="list-style-type: none"> • Health and Safety ("H&S") Policy in place approved by all boards. • Viability monitored through annual business plan preparation and other regulatory returns. • Reporting on key areas of legislation and compliance reported to individual Boards. • NHF Self-Assessment. • Internal Audit of H&S areas. • H&S Performance Team with Group remit. • Regular internal CQC and H&S audits. • Revised approach to co-regulation in Homes. • Annual Return to Charity Commission. • H&S updates provided to Board through performance reporting. • Review of our approach to Fire Safety completed and on-going monitoring of action plan. • Assets and Liabilities Register complete. • Annual VfM Self-Assessment of Homes' partnership with Ring Stones and communication with Homes Board of the benefits, VfM and Social Profit achieved through this partnership. • GDPR training for staff and Boards and regular GDPR audits. • Customer engagement representatives, informal consultation and analysis of feedback and complaints. • Company performance reports include a broader range of compliance indicators. • Review of Business Continuity Plan to ensure we have an appropriate approach to response following an emergency, which is well communicated and understood. • Mock CQC inspections. • Safeguarding measures, protocols, training and referral pathways. • Food Hygiene rating – 5 star achieved. • Quality assurance framework in place. • CQC improvement plans in place. • ICO registration. • Staff complete mandatory training. • Volunteer and staff training (VAST) in place which covers H&S, Boundaries, Safeguarding, GDPR etc... • Regulatory compliance reporting to Boards. • Group H&S policies and procedures adhered to by all companies. 	<ol style="list-style-type: none"> 1. To work together to exceed our customers' expectations and to attract new customers. 2. To innovate, grow and diversify by securing and delivering new business opportunities. 3. To be a strong and well-governed business that is continually improving. 4. To develop a values led organisation where people are happy and can thrive.

Key risk element	Status	Strategic Objective
<p>5. Non development related (e.g. supporting people and other contracts) growth opportunities not identified or pursued.</p> <p>New acquisitions / work streams do not perform in line with pre-acquisition approved parameters.</p>	<ul style="list-style-type: none"> • Growth Strategy in place with regular updates on progress going to Boards. • Strategic Growth group meets monthly to identify opportunities to be pursued. • Board reporting KPIs. • Development strategy approved. • Development team expanded to include a dedicated sales and marketing officer. • Research and development appraisals specifically tailored to open market products. • Involvement of Boards in establishing strategic priorities and informing growth plans. • Strategic Growth group established with mandate to ensure growth opportunities are pursued appropriately. • Syncora and One Calico, the Group conference collaboration. 	<p>2. To innovate, grow and diversify by securing and delivering new business opportunities.</p> <p>3. To be a strong and well-governed business that is continually improving.</p> <p>4. To develop a values led organisation where people are happy and can thrive.</p>
<p>6. Re-financing to develop/expand the property base.</p> <p>Proposed replacement of LIBOR benchmark for interest rates with SONIA (Sterling Overnight Index Average).</p>	<ul style="list-style-type: none"> • Annual treasury strategy in place. • Annual business plan prepared in conjunction with Growth strategy. • Updates on market availability of funds regularly received by Group Director of Finance. • Homes and Group Board updated regularly on funding position. • Refinancing risk mitigated with new funding deal. • Stress testing for multiple scenarios undertaken. • A timetable for the review of funding options approved by Board in September 2019. 	<p>2. To innovate, grow and diversify by securing and delivering new business opportunities.</p> <p>3. To be a strong and well-governed business that is continually improving.</p>
<p>7. Communication with customers, service users and tenants is poor or ineffective and does not meet the required standard.</p> <p>Impacts negatively on reputation.</p>	<ul style="list-style-type: none"> • Regular reporting of variety of customer insight. Action taken to address causes of dissatisfaction. • Embedding of Mary Gobar customer service principles. • Revised co-regulation framework incorporating informal engagement with customers. • Channel shift project team established focussing on increasing amount of digital communication with customers. • Calico Group complaints policy. • Launched new customer strategy & action plan. • New telephony system. • “What Our Customers Are Saying” report which enables us to use customer insight to inform service improvements. • Revised approach to STAR and introduce more quality checks. • Calico group Customer Contacts Policy – focus on treating feedback as gold and doing the right thing. • Vision for digital services now in place. • Consultation with customers over rent review. 	<p>1. To work together to exceed our customers’ expectations and to attract new customers.</p> <p>2. To innovate, grow and diversify by securing and delivering new business opportunities.</p> <p>4. To develop a values led organisation where people are happy and can thrive.</p>
<p>8. Non delivery of the efficiency project to address the reduction in rent levels and potentially other multi variate adverse conditions impacting on the long term viability of the business plan.</p> <p>Any subsidiary companies not being financially viable which impacts on that company, other group companies and the ability to compete for contracts.</p>	<p><u>Homes Board</u></p> <ul style="list-style-type: none"> • All required efficiency savings delivered. • Board and Leadership Team monitoring efficiency programme. • Stress testing undertaken. • Management accounts reviewed monthly and forecasts made. • Annual budget setting process. • VfM action plan regularly reviewed, updated and monitored. <p><u>Other Boards</u></p> <ul style="list-style-type: none"> • Individual finance reports. • Projects/actions plans to review financial performance. <p>Overall higher level of scrutiny on the financial performance of each company.</p>	<p>3. To be a strong and well-governed business that is continually improving.</p>

Key risk element	Status	Strategic Objective
<p>9. Loss of assets due to disaster.</p>	<ul style="list-style-type: none"> • Business Continuity Plan. • Property MOTs. • Insurance arrangements in place. • Property maintenance processes in place, e.g. fire risk assessments, servicing etc... • Homes business continuity plans / Emergency Response Plan reviewed to ensure appropriate response following an emergency and is well communicated and understood. • Policy and Procedures for Gas servicing, Electrical safety, Fire safety, Asbestos, Legionella, Lift safety and Radon. • Gas and electrical servicing. • Fire risk assessments and action plan. • Safety monitoring in place for all company buildings. • Various internal audits. 	<ol style="list-style-type: none"> 1. To work together to exceed our customers' expectations and to attract new customers. 2. To innovate, grow and diversify by securing and delivering new business opportunities. 3. To be a strong and well-governed business that is continually improving.
<p>10. Uncertain Brexit outcome impacting on:</p> <ul style="list-style-type: none"> - Funding streams - Staff availability, loss of key staff - Cost of goods and supplies - Demand for services - Income collection - Legislative changes - Viability of new build schemes - Reduction in public funding of services 	<ul style="list-style-type: none"> • Assumptions in the business plan agreed annually and revisions built into the business plan to ensure financial viability is maintained. • Multi-variant stress testing carried out in consultation with Board about scenarios, stress triggers and mitigation. • Stress Testing triggers in place. • Additional specific Brexit stress testing scenario. • Income management policy in place. • People Strategy in place. • External environment being monitored for changes in Government policy and action plans developed to manage. • Reporting on key areas of legislation and compliance to individual Boards. • Annual treasury strategy in place. • Updates on market availability of funds regularly received. • Liaison with key strategic partners and suppliers reflecting possible market changes. • Supply chain engaged early for price protection. • Early appointment of both sub-contractors and suppliers for bulk procurement. 	<ol style="list-style-type: none"> 2. To innovate, grow and diversify by securing and delivering new business opportunities. 3. To be a strong and well-governed business that is continually improving. 4. To develop a values led organisation where people are happy and can thrive.
<p>11. Litigation and subsequent reputational damage and financial loss due to serious incident or death of patient/staff.</p> <p>Failure to prevent will impact on:</p> <ul style="list-style-type: none"> - Reputation - CQC investigation and notifications - Financial loss due to litigation - Financial loss due to lost business 	<ul style="list-style-type: none"> • Safeguarding, PREVENT and H&S policies are in place. We have policy leads to ensure effective and appropriate action is taken. • Professional boundaries policy is in place. • Risk assessments are completed for all clients which include risks posed to themselves, staff and other clients. • H&S assessments and testing carried out eg. legionella and fire. • Regular H&S checks completed in all properties and audited via CQC managers. • Feedback received from clients on an ongoing basis to improve performance. • Board receive annual compliance report on H&S. • Processes in place for post incident debrief. • All incidents reviewed using Root Cause Analysis (RCA) tools. • Structured interventions and harm minimisation advice given to all NPS users. • Mandatory training completed and monitored for all staff. • Process in place for post incident de-briefs and lessons learnt. • Care plans and risk management plans reviewed and audited regularly. 	<ol style="list-style-type: none"> 1. To work together to exceed our customers' expectations and to attract new customers. 2. To innovate, grow and diversify by securing and delivering new business opportunities. 3. To be a strong and well-governed business that is continually improving. 4. To develop a values led organisation where people are happy and can thrive.
<p>12. Coronavirus outbreak</p> <ul style="list-style-type: none"> - Loss of key staff limits ability to perform - Inability to deliver services - Operational performance not delivered to levels required and deteriorates 	<ul style="list-style-type: none"> • Daily monitoring of Government advice. • Regular communications with each company. • Website announcements to customers. • Unnecessary movement around the group discontinued. • Unnecessary face to face group meetings cancelled. • Team established and meet regularly to ensure correct communications throughout the group. 	

Report of the Board (continued)

Statement of directors' responsibilities for the annual report and financial statements

Company law requires the directors to prepare financial statements for each financial period. Under that law directors have elected to prepare the financial statements in accordance with the Companies Act 2006.

Under Company law the directors 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 Group and Company, and of the surplus or deficit of the Group for that period. In preparing these financial statements the Board is required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis.

The Board is responsible for keeping proper accounting records that are sufficient to show and explain the Group's transactions and disclose with reasonable accuracy at any time the financial position of the Group and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for taking reasonable steps to safeguard the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is also responsible for the maintenance and integrity of the corporate and financial information on the Group's websites. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in the annual reports may differ from legislation in other jurisdictions.

So far as each Director is aware there is not relevant information of which the company's auditors are unaware. Each Director has taken all the steps that they ought to have taken as a Director to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of the information.

Going concern

The Group has in place an undrawn revolving credit facility, Homes England grants and generates positive cash from core operations. These elements combine to provide sufficient resources to finance committed reinvestment and development programmes, along with the Group's day to day operations.

Whilst, the current ongoing Coronavirus pandemic will clearly have a significant social and economic impact, the effect on key areas likely to be affected voids and rent arrears can be demonstrated to be mitigated by corrective action cash flow.

On this basis, the Board has a reasonable expectation that the Group and Company have adequate resources to continue in operational existence for the foreseeable future. Although at 31 March 2020, following a surplus of £2.2m, the Group had net liabilities of £3.3m, the reserves are anticipated to be positive by March 2024. For this reason, it continues to adopt the going concern basis in the financial statements.

Auditor

Beever and Struthers, Chartered Accountants and Statutory Auditor, have indicated their willingness to continue in office. A resolution to reappoint them as External Auditors will be proposed at the forthcoming annual general meeting.

This report was approved by the Board on 18 September 2020 and signed on its behalf by:

Lesley Burrows
Chair of the Board
18 September 2020

Independent Auditor's Report to the Members of The Calico Group Limited

Opinion

We have audited the financial statements of The Calico Group Limited "the parent company" and its subsidiaries ("the group") for the year ended 31 March 2020 which comprise the Consolidated Statement of Comprehensive Income, the Consolidated Statement of Financial Position, the Statement of Financial Position (company), Consolidated Statement of Changes in Reserves, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies [Note 1]. 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 group's and of the parent company's affairs as at 31 March 2020 and of the group's profit 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 group 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

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

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent 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 directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

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 required to report that fact.

We have nothing to report in this regard.

Opinions 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 Strategic Report and the Report of the Board for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Board have been prepared in accordance with applicable legal requirements.

Independent Auditor's Report to the Members of The Calico Group Limited (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company 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.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement set out on page 9, the directors 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 directors 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 directors are responsible for assessing the group's and the parent 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 directors either intend to liquidate the group or the parent 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the 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 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 company and the company's members as a body for our audit work, for this report, or for the opinions we have formed.

Lee Cartwright
(Statutory Auditor)
For and on behalf of
BEEVER AND STRUTHERS
Statutory Auditor
St George's House
215/219 Chester Road
Manchester
M15 4JE

Date: 9 October 2020

Consolidated Statement of Comprehensive Income

For the year ended 31 March 2020

	Note	2020 £'000	2019 £'000
Turnover	2	48,148	47,690
Operating costs	2	(42,276)	(42,841)
Gain on disposal of fixed assets	4	790	1,230
Operating surplus		<u>6,662</u>	<u>6,079</u>
Interest receivable and similar income		104	73
Interest payable and financing costs	5	(5,282)	(4,296)
Surplus before tax		<u>1,484</u>	<u>1,856</u>
Taxation	9	(20)	(2)
Surplus for the year after tax		<u>1,464</u>	<u>1,854</u>
Initial recognition of multi-employer defined benefit scheme	7	-	(875)
Actuarial gain/(loss) in respect of pension schemes	7	739	(170)
Total comprehensive income for the year		<u><u>2,203</u></u>	<u><u>809</u></u>

The results relate wholly to continuing activities and the notes on pages 19 to 38 form an integral part of these financial statements.

Consolidated Statement of Financial Position

As at 31 March 2020

	Note	2020 £'000	2019 £'000
Fixed assets			
Tangible fixed assets	10	142,556	125,528
Intangible assets and goodwill	11	402	465
Investments		-	27
		<u>142,958</u>	<u>126,020</u>
Current assets			
Stock		95	53
Trade and other debtors	12	5,699	3,664
Cash and cash equivalents		4,128	2,112
		<u>9,922</u>	<u>5,829</u>
Creditors: Amounts falling due within one year	13	(7,585)	(6,881)
Net current assets / (liabilities)		<u>2,337</u>	<u>(1,052)</u>
Total assets less current liabilities		<u>145,295</u>	<u>124,968</u>
Creditors: Amounts falling due after more than one year	14	147,911	128,986
Provisions for liabilities	20	680	1,481
		<u>148,591</u>	<u>130,467</u>
Capital and reserves			
Income and expenditure reserve		(3,436)	(5,643)
Restricted reserve		140	144
Group reserves before minority interest		<u>(3,296)</u>	<u>(5,499)</u>
Minority interest		-	-
Total reserves		<u>(3,296)</u>	<u>(5,499)</u>
		<u>145,295</u>	<u>124,968</u>

The notes on pages 19 to 38 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board on 18 September 2020 and signed on its behalf by:

Lesley Burrows
Chair of the Board

Stephen Aggett
Group Director of Finance

Sarah Parr
Chair of Audit Committee

Statement of Financial Position – The Calico Group Limited

As at 31 March 2020

	Note	2020 £'000	2019 £'000
Tangible fixed assets		-	-
Current assets			
Trade and other debtors	12	73	54
Cash and cash equivalents		5	32
		<u>78</u>	<u>86</u>
Creditors: Amounts falling due within one year	13	(70)	(83)
Net current assets		<u>8</u>	<u>3</u>
Total assets less current liabilities		<u>8</u>	<u>3</u>
		<u><u>8</u></u>	<u><u>3</u></u>
Capital and reserves			
Income and expenditure reserve		8	3
		<u><u>8</u></u>	<u><u>3</u></u>

The Calico Group Limited is a non-asset holding parent company.

The notes on pages 19 to 38 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board on 18 September 2020 and signed on its behalf by:

Lesley Burrows
Chair of the Board

Stephen Aggett
Group Director of Finance

Sarah Parr
Chair of Audit Committee

Consolidated Statement of Changes in Reserves

	Income and expenditure reserve £'000	Restricted reserve £'000	Total excluding non- controlling interest £'000	Non-controlling interest £'000	Total including non- controlling interest £'000	Restricted fund £'000	Unrestricted fund £'000
Balance as at 1 April 2018	(7,050)	742	(6,308)	-	(6,308)	742	(7,050)
Surplus from Statement of Comprehensive income	809	-	809	-	809	-	809
Transfer of restricted expenditure from unrestricted reserve	598	(598)	-	-	-	(598)	598
Balance as at 1 April 2019	(5,643)	144	(5,499)	-	(5,499)	144	(5,643)
Surplus from Statement of Comprehensive income	2,203	-	2,203	-	2,203	-	2,203
Transfer of restricted expenditure from unrestricted reserve	4	(4)	-	-	-	(4)	4
Balance at 31 March 2020	(3,436)	140	(3,296)	-	(3,296)	140	(3,436)

Consolidated Statement of Cash Flows

For the year ended 31 March 2020

	Note	2020 £'000	2019 £'000
Net cash inflow from operating activities	25	7,666	6,346
		<u> </u>	<u> </u>
Cash flow from investing activities			
Interest received		104	73
Purchase of housing properties and improvements		(19,878)	(17,022)
Grants received		7,838	3,401
Purchase of other tangible fixed assets		(596)	(678)
Purchase of intangible fixed assets	11	(143)	(152)
Sale of housing properties		1,342	1,562
Sale of investments		27	-
		<u> </u>	<u> </u>
Net cash used in investing activities		(11,306)	(12,816)
		<u> </u>	<u> </u>
Cash flow from financing activities			
Interest and financing costs paid		(5,815)	(5,670)
New secured loans		12,000	12,500
Repayment of borrowings		(529)	(527)
		<u> </u>	<u> </u>
Net cash from / (used in) financing activities		5,656	6,303
		<u> </u>	<u> </u>
Net change in cash and cash equivalents		2,016	(167)
Cash and cash equivalents at beginning of the year		2,112	2,279
		<u> </u>	<u> </u>
Cash and cash equivalents at end of the year		4,128	2,112
		<u> </u>	<u> </u>

The notes on pages 19 to 38 form an integral part of these accounts

Notes to the Consolidated Financial Statements

Legal Status

The Calico Group Limited is a not for profit, non charitable company limited by guarantee incorporated in England & Wales. The Company is non asset holding and provides strategy and direction to the Group ensuring opportunities are seen with a whole Group perspective. Its Board is drawn from across all areas of activity undertaken by its subsidiaries. The constitution is such that at least 50% of the Board must be independent of any other company within the Group. The registered office is Centenary Court, Croft Street, Burnley, Lancashire, BB11 2ED.

1. Accounting policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, and in accordance with Financial Reporting Standard 102 ("FRS 102") issued by the Financial Reporting Council.

The financial statements are presented in pounds sterling £'000 because that is the functional currency of the Group.

The Calico Group Limited meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements, which are presented alongside the consolidated financial statements. Exemptions have been taken in respect to financial instruments and presentation of a cash flow statement.

Going concern

The Group has in place undrawn revolving credit facility, Homes England grants and generates positive cash from core operations. These elements combine to provide sufficient resources to finance committed reinvestment and development programmes, along with the Group's day to day operations.

Whilst, the current ongoing Coronavirus pandemic will clearly have a significant social and economic impact, the effect on key areas likely to be affected voids and rent arrears can be demonstrated to be mitigated by corrective action cash flow.

On this basis, the Board has a reasonable expectation that the Group and Company have adequate resources to continue in operational existence for the foreseeable future. Although at 31 March 2020, following a surplus of £2.2m, the Group had net liabilities of £3.3m, the reserves are anticipated to be positive by March 2024. For this reason, it continues to adopt the going concern basis in the financial statements.

Basis of consolidation

Calico Group is required by statute to prepare group accounts. The consolidated financial statements incorporate the results of The Calico Group Limited, and its subsidiary undertakings, Calico Homes Limited, Syncora Limited, Calico Enterprise Limited, SafeNet Domestic Abuse and Support Services Ltd, Hobstones Homes Limited, Calico JV Limited, Ring Stones Maintenance and Construction LLP, Acorn Recovery Projects, Delphi Medical Limited and Delphi Medical Consultants Limited.

Using the acquisition or merger method of accounting as required. Where the acquisition method is used, the results of subsidiary undertakings are included from the date of acquisition, being the date the Group obtains control. Where the merger method is used, the results are incorporated from the date that control passes. All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation.

Where necessary, adjustments are made to financial statements of subsidiaries to bring accounting policies used into line with those used by other members of the group.

The Group has taken advantage of the exemption granted under Section 408 of Companies Act 2006 from disclosing the unconsolidated Statement of Comprehensive Income for the parent entity.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

- **Development expenditure.** The Group capitalises development expenditure in accordance with the accounting policy described on page 22. Initial capitalisation of costs is based on management's judgement that development scheme is confirmed, usually when Board approval has taken place including access to the appropriate funding. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.
- **Categorisation of housing properties.** The Group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Group has considered if the asset is held for social benefit or to earn commercial rentals. The Group has determined that there are no investment properties.

Notes to the Consolidated Financial Statements (continued)

1. Accounting policies (continued)

Judgements and key sources of estimation uncertainty (continued)

- **Pension and other post-employment benefits.** The cost of defined benefit contributions and other post-employment benefits are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long term nature of these plans, such estimates are subject to significant uncertainty.
- **Impairment of non-financial assets.** Reviews for impairment of housing properties are carried out when a trigger has occurred and any impairment loss in a cash generating unit ("CGU") is recognised by a charge to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a CGU exceeds the higher of its net realisable value or its value in use. A CGU is normally a group of properties at scheme level whose cash income can be separately identified.

During the year, the Group has assessed that there has not been a trigger for an impairment review.

Following a trigger for impairment, the Group performs impairment tests based on fair value costs to sell or a value in use calculation. The fair value less costs to sell calculation is based on available data from sales transactions in arm's length transaction or similar CGUs or observable market prices less incremental costs for disposing of the properties. The value in use calculation is based on a depreciated replacement cost based on available data of the cost of constructing or acquiring replacement properties to provide the same level of service potential as the existing property.

Following the assessment of impairment, the determined impairment losses were £Nil (2019: £Nil).

Other key sources of estimation and assumptions:

- **Tangible fixed assets.** Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.
- **Goodwill and intangible assets.** The Group establishes a reliable estimate of the useful life of goodwill and intangible assets arising on business combinations. This estimate is based on a variety of factors such as the expected use of the acquired business, the expected useful life of the cash generating units to which the goodwill is attributed, any legal, regulatory or contractual provisions that can limit useful life assumptions that would consider in respect of similar businesses. Where in exceptional circumstances, the useful life of goodwill cannot be determined, the life will not exceed 10 years.

Merger accounting

Where merger accounting is used, the investment is recorded at the nominal value of shares issued together with the fair value if any additional consideration paid. In the Group's financial statements, merged subsidiary undertakings are treated as if they already had been a member of the group. The results of such a subsidiary are included for the whole period in the year it joins the group. The corresponding figures for the previous year include its results for that period and the assets and liabilities at the previous Statement of Financial Position date.

Intangible fixed assets

Goodwill arising on an acquisition of a subsidiary undertaking is the difference between the fair value of the consideration paid and the fair value of the assets and liabilities acquired. Subsequently goodwill is carried at cost less accumulated amortisation and impairment losses.

Amortisation is calculated on a straight line basis over the estimated useful life. The Group establishes a reliable estimate of the useful life of goodwill arising on business combinations based on a variety of factors such as the expected use of the acquired business, the expected useful life of the cash generating units to which the goodwill is attributed, any legal, regulatory or contractual provisions that can limit useful life assumptions that market participants would consider in respect of similar businesses.

Intangible assets are measured at cost less accumulated amortisation and any impairment losses.

Software development costs are recognised as an intangible asset when all of the following criteria are demonstrated:

- The technical feasibility of completing the software so that it will be available for use.
- The ability to use the software.
- The availability of adequate resources to complete the development.
- The ability to measure reliably the expenditure attributable to the software during its development.

Amortisation is charged so as to allocate the cost of intangibles less their residual values over their estimated useful lives, using the straight-line method. The principal annual rates used are 20-33% for software development costs.

Notes to the Consolidated Financial Statements (continued)

1. Accounting policies (continued)

Turnover

Turnover represents rental income receivable, amortised capital grant, supporting people services contract income, revenue grants from local authorities and Homes England, medical treatment income, development services income, income from the sale of shared ownership and other properties developed for outright sale and other income and are recognised in relation to the period when the goods or services have been supplied.

Rental income is recognised when the property is available for let, net of voids. Income from property sales is recognised on legal completion. Supporting People Income is recognised under the contractual arrangements. Sales of properties developed for outright sale are included in Turnover and Cost of Sales.

Turnover is stated exclusive of Value Added Tax ("VAT") and a summary can be found in note 2 to the financial statements.

Service charges

Service charge income and costs are recognised on an accruals basis. The Group operates both fixed and variable service charges on a scheme by scheme basis in full consultation with residents. Where variable service charges are used the charges will include an allowance for the surplus or deficit from prior years, with the surplus being returned to residents by a reduced charge and a deficit being recovered by a higher charge. Until these are returned or recovered they are held as creditors or debtors in the Statement of Financial Position.

Loan Interest payable

Loan Interest costs are calculated using the effective interest method of the difference between the loan amount at initial recognition and amount of maturity of the related loan.

Loan finance issue costs

These are amortised over the life of the related loan. Loans are stated in the Statement of Financial Position at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised.

Taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in The Statement of Comprehensive Income, except that a change attributable to an item of income or expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted by the reporting date.

Deferred balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits,
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- Where timing differences relate to interests in subsidiaries, associates and joint ventures and the Group can control their reversal and such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair value of liabilities acquired and the amount that will be assessed for tax.

Deferred tax income is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Value added tax

The Group charges VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. All amounts disclosed in the financial statements are inclusive of VAT to the extent that it is suffered by the Group and not recoverable.

Notes to the Consolidated Financial Statements (continued)

1. Accounting policies (continued)

Tangible fixed assets and depreciation

Social housing properties

Social housing properties are principally properties available for rent and are stated at cost or valuation less depreciation. Cost includes the cost of acquiring land and buildings, development costs, interest charges incurred during the development period and expenditure incurred in respect of improvements.

Improvements subsequently made to social housing properties are capitalised in-line with component accounting regulations. See depreciation of social housing properties note for more information.

Housing properties under construction are stated at cost and are not depreciated. These are reclassified as housing properties on practical completion of construction.

Disposal of social housing properties

Properties are sold under the statutory regulations of 'Preserved Right to Buy' and 'Right to Acquire'. The sale is recognised when the transaction is completed. Amounts arising on the disposal of properties under the Right to Acquire before 5 April 2017 were credited to the disposal proceeds fund in creditors and have been recycled against future development activity.

Supported housing managed by agencies

Where the Company holds the support contract with the Supporting People Administering Authority and carries the financial risk, the entire project's income is included in the Company's Statement of Comprehensive Income.

Capitalisation of interest and administration costs

Interest on loans financing development is capitalised up to the date of completion of the scheme and only when development activity is in progress.

Administration costs relating to the development activities capitalised only to the extent that they are incremental to the development process and directly attributable to bringing the property into their intended use.

Depreciation - Social housing properties

Freehold land is not depreciated. Where a social housing property comprises two or more major components with substantially different useful economic lives, each component is accounted for separately and depreciated over its individual useful economic life, on the basis of original cost, less the proportion of SHG and other grants attributable to the component. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred and any remaining net book value relating to the original component is written off to the Statement of Comprehensive Income in the year it is disposed of.

The company depreciates freehold housing properties by component on a straight-line basis over the estimated useful economic lives of the component categories.

Major components and their useful economic lives are as follows:

Structure	100 years	External wall insulation	25 years
Roof	50 years	Electrical wiring	25 years
Bathrooms	30 years	Solar panel system	25 years
Externals	30 years	Doors	20 years
Windows	30 years	Kitchens	20 years
Central Heating	30 years	Boilers	15 years

Low cost home ownership properties

Low cost home ownership properties are split proportionally between current and fixed assets on the basis of the first tranche portion. The first tranche portion is accounted for as a current asset and the sales proceeds shown in turnover. The remaining element of the shared ownership property is accounted for as a tangible fixed asset and subsequent sales treated as sales of fixed assets in operating profit.

Notes to the Consolidated Financial Statements (continued)

1. Accounting policies (continued)

Depreciation - Other tangible fixed assets

Other tangible fixed assets are stated at cost less depreciation. Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. The principal annual rates used for other assets are:

• Freehold property	75 years
• Leasehold properties	75 years or the term of the lease (whichever is lower)
• Furniture, fixtures and fittings	10-33%
• Computers and office equipment	5-33%
• Motor vehicles	25%
• Plant	20-33%

Leased assets

Assets held under finance leases are included in the Statement of Financial Position and depreciated in accordance with the Company's normal accounting policies. The present value of future rentals is shown as a liability.

The interest element of rental obligations is charged to the Statement of Comprehensive Income over the period of the lease in proportion to the balance of capital repayments outstanding.

Rentals payable under operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the lease term.

Stock and properties held for sale

Stocks of materials are stated at lower of cost and net realisable value being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

Properties developed for outright sale are included in current assets as they are intended to be sold, at the lower of cost or estimated selling price less costs to complete and sell.

At each reporting date, stock and properties held for sale are assessed for impairment. If there is evidence of impairment, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in Statement of Comprehensive Income.

Short-term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Comprehensive Income in other operating expenses.

Social Housing and other government grants

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in turnover over the estimated useful life of the associated asset structure (not land), under the accruals model. SHG received for items of cost written off in the Statement of Comprehensive Income Account is included as part of turnover.

When Social Housing Grant (SHG) in respect of housing properties in the course of construction exceeds the total cost to date of those housing properties, the excess is shown as a current liability.

SHG must be recycled by the Company under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects approved by Homes England. However, SHG may have to be repaid if certain conditions are not met. If grant is not required to be recycled or repaid, any unamortised grant is recognised as turnover. In certain circumstances, SHG may be repayable, and, in that event, is a subordinated unsecured repayable debt.

Disposal Proceeds Fund

Historical receipts from the sale of SHG funded properties less the net book value of the property and the costs of disposal were credited to the DPF up until 5 April 2017, when due to de-regulatory measures there are no longer requirements to show net proceeds from relevant disposals in the DPF, this creditor is carried forward until it is used to fund the acquisition of new social housing. In accordance with paragraph 2 of The Accounting Direction for Private Registered Providers of Social Housing 2019, the DPF will operate until 6 April 2020.

Notes to the Consolidated Financial Statements (continued)

1. Accounting policies (continued)

Holiday Pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

Pensions

The cost of providing retirement pensions and related benefits is charged to management expenses over the periods benefitting from the employees' services.

Consistent with guidance in FRED 71 paragraph 4 (FRS 102 paragraph 28.11B), the difference between the deficit funding liability and the net defined benefit for the Social Housing Pension Scheme (SHPS) was recognised in Other Comprehensive Income for the year ending 31 March 2019.

Financial instruments

Financial assets and financial liabilities are measured at transaction price initially, plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

At the end of each reporting period, financial instruments are measured as follows, without any deduction for transaction costs the entity may incur on sale or other disposal:

Debt instruments that meet the conditions in paragraph 11.8(b) of FRS 102 are measured at amortised cost using the effective interest method, except where the arrangement constitutes a financing transaction. In this case the debt instrument is measured at the present value of the future payments discounted at a market rate of interest for a similar debt.

Commitments to receive or make a loan to another entity which meet the conditions in para 11.8(c) of FRS 102 are measured at cost less impairment.

Financial instruments held by the Group are classified as follows:

- Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at amortised cost using the effective interest method.
- Financial liabilities such as bonds and loans are held at amortised cost using the effective interest method.
- Loans to or from subsidiaries including those that are due on demand are held at amortised cost using the effective interest method.
- Commitments to receive or make a loan to another entity which meet the conditions above are held at cost less impairment.
- An investment in another entity's equity instruments other than non-convertible preference shares and non-puttable ordinary and preference shares are held at fair value.
- Derivatives such as interest rate swaps are classified as financial assets or financial liabilities at fair value.

Impairment of financial assets

Financial assets are assessed at each reporting date to determine whether there is any objective evidence that a financial asset or group of financial assets is impaired. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

Other financial instruments are assessed for impairment either individually or grouped on the basis of similar credit risk characteristics.

If, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed either directly or by adjusting an allowance account. The reversal cannot result in a carrying amount (net of any allowance account) which exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of the reversal is recognised in profit or loss immediately.

An impairment loss is measured as follows on the following instruments measured at cost or amortised cost:

- (a) For an instrument measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.
- (b) For an instrument measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that the entity would receive for the asset if it were to be sold at the reporting date.

Notes to the Consolidated Financial Statements (continued)

2. Turnover, operating expenditure and operating surplus

Continuing activities

	2020 Turnover	2020 Operating costs	2020 Operating surplus/ (deficit)	2019 Turnover	2019 Operating Costs	2019 Operating surplus/ (deficit)
	£'000	£'000	£'000	£'000	£'000	£'000
Social housing lettings	21,499	(14,962)	6,537	21,085	(14,444)	6,641
Support services	3,551	(2,084)	467	2,295	(2,127)	168
Development services	8,228	(8,236)	(8)	11,667	(11,665)	2
Non-social housing other	14,870	(15,994)	(1,124)	12,643	(14,605)	(1,962)
	<u>48,148</u>	<u>(42,276)</u>	<u>5,872</u>	<u>47,690</u>	<u>(42,841)</u>	<u>4,849</u>

3. Surplus on ordinary activities

The operating surplus is stated after charging / (crediting):-

	Note	2020 £'000	2019 £'000
Depreciation of tangible fixed assets	10	3,326	3,151
Impairment losses of tangible fixed assets		-	82
(Gain)/Loss on disposal of fixed assets (social housing)	4	(790)	(1,230)
Loss on disposal of other tangible fixed assets		-	-
Loss on disposal of intangible fixed assets		-	-
Amortisation of intangible fixed assets	11	206	397
Amortisation of government grants		(280)	(230)
Operating lease rentals – land and buildings		608	335
Operating lease rentals – other		226	358
Auditor's remuneration (excluding VAT):			
• for audit services		58	59
• for non-audit services		6	6
		<u> </u>	<u> </u>

4. Gain on disposal of fixed assets (social housing)

	2020 £'000	2019 £'000
Disposal proceeds	1,342	1,531
Carrying value of fixed assets	(552)	(301)
	<u> </u>	<u> </u>
Gain on disposal of fixed assets	<u>790</u>	<u>1,230</u>

Disposal proceeds represent receipts for sale of properties under RTA (Right to Acquire) and RTB (Right to Buy).

Notes to the Consolidated Financial Statements (continued)

5. Interest payable and finance costs

	2020 £'000	2019 £'000
Loans and bank overdrafts	5,594	4,958
Net interest on pension deficit	131	92
	<u>5,725</u>	<u>5,050</u>
Less: interest capitalised on housing properties under construction	(443)	(754)
	<u>5,282</u>	<u>4,296</u>

6. Employees

Average monthly number of employees

	2020 No.	2019 No.
Administration	135	123
Housing and community services	408	393
Non social-housing activity	190	230
	<u>733</u>	<u>746</u>
Full-time equivalents (36.25 hours/week)	<u>588</u>	<u>606</u>

Employee Costs

	£'000	£'000
Wages and salaries (gross)	17,826	16,498
Social security costs	1,539	1,441
Other pension costs	764	772
Termination payments	22	79
Pension adjustment	(69)	(18)
	<u>20,082</u>	<u>18,772</u>

Number of employees in the Group with emoluments, including pension contributions, between:

	2020 No.	2019 No.
£60,000 to £70,000	5	5
£70,000 to £80,000	4	6
£80,000 to £90,000	2	2
£90,000 to £100,000	1	1
£100,000 to £110,000	-	1
£110,000 to £120,000	1	1
£120,000 to £130,000	1	2
£130,000 to £140,000	-	-
£140,000 to £150,000	-	-
£150,000 to £160,000	1	1

Notes to the Consolidated Financial Statements (continued)

7. Pension obligations

Pension obligations

The Group participates in the Social Housing Pension Scheme ("SHPS") and the Lancashire County Council's Superannuation Fund ("LCCSF"). The Group also operates a stakeholder pension scheme.

Social Housing Pension Scheme

The Group participates in the Social Housing Pension Scheme ("SHPS"), a defined benefit multi-employer pension scheme administered by TPT Retirement Solutions ("TPT"). The Group ceased contributions to SHPS as at 1 August 2019. The latest actuarial valuation was at 30 September 2019. The accounting policy in relation to SHPS is set out on page 24. As noted in the accounting policy, there has been a change in accounting in relation to SHPS.

In the prior year, the following adjustments have been made in relation to the change in accounting policy:

- Removal of the liability for the funding of the deficit funding agreement (reduction in creditors £399k; increase in Other Comprehensive Income £399k),
- Recognition of the net pension deficit (increase in pension liability £1,274k; reduction in Other Comprehensive Income £1,274k).

PRESENT VALUES OF DEFINED BENEFIT OBLIGATION, FAIR VALUE OF ASSETS AND DEFINED BENEFIT ASSET (LIABILITY)

	31 March 2020 (£000s)	31 March 2019 (£000s)
Fair value of plan assets	4,298	4,010
Present value of defined benefit obligation	4,969	5,483
Surplus (deficit) in plan	(671)	(1,473)
Unrecognised surplus	-	-
Defined benefit asset (liability) to be recognised	(671)	(1,473)
Deferred tax	-	-
Net defined benefit asset (liability) to be recognised	(671)	(1,473)

RECONCILIATION OF THE IMPACT OF THE ASSET CEILING

	31 March 2020 (£000s)
Impact of asset ceiling at start of period	-
Effect of the asset ceiling included in net interest cost	-
Actuarial losses (gains) on asset ceiling	-
Impact of asset ceiling at end of period	-

RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE DEFINED BENEFIT OBLIGATION

	31 March 2020 (£000s)
Defined benefit obligation at start of period	5,483
Current service cost	47
Expenses	8
Interest expense	131
Contributions by plan participants	19
Actuarial losses (gains) due to scheme experience	109
Actuarial losses (gains) due to changes in demographic assumptions	(46)
Actuarial losses (gains) due to changes in financial assumptions	(714)
Benefits paid and expenses	(68)
Losses (gains) due to benefit changes	-
Exchange rate changes	-
Defined benefit obligation at end of period	4,969

Notes to the Consolidated Financial Statements (continued)

7. Pension obligations (continued)

RECONCILIATION OF OPENING AND CLOSING BALANCES OF THE FAIR VALUE OF PLAN ASSETS

	31 March 2020 (£000s)
Fair value of plan assets at start of period	4,010
Interest income	97
Experience on plan assets (excluding amounts included in interest income) - gain (loss)	88
Contributions by the employer	152
Contributions by plan participants	19
Benefits paid and expenses	(68)
Assets acquired in a business combination	-
Assets distributed on settlements	-
Exchange rate changes	-
Fair value of plan assets at end of period	4,298

The actual return on the plan assets (including any changes in share of assets) over the period ended 31 March 2020 was £185,000.

DEFINED BENEFIT COSTS RECOGNISED IN STATEMENT OF COMPREHENSIVE INCOME (SOCl)

	31 March 2020 (£000s)
Current service cost	47
Expenses	8
Net interest expense	34
Losses (gains) on business combinations	-
Losses (gains) on settlements	-
Losses (gains) on curtailments	-
Losses (gains) due to benefit changes	-
Defined benefit costs recognised in statement of comprehensive income (SoCl)	89

DEFINED BENEFIT COSTS RECOGNISED IN OTHER COMPREHENSIVE INCOME

	31 March 2020 (£000s)
Experience on plan assets (excluding amounts included in net interest cost) - gain (loss)	88
Experience gains and losses arising on the plan liabilities - gain (loss)	(109)
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - gain (loss)	46
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain (loss)	714
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain (loss)	739
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost) - gain (loss)	-
Total amount recognised in other comprehensive income - gain (loss)	739

Notes to the Consolidated Financial Statements (continued)

7. Pension obligations (continued)

ASSETS

	31 March 2020 (£000s)	31 March 2019 (£000s)
Global Equity	629	675
Absolute Return	224	347
Distressed Opportunities	83	73
Credit Relative Value	118	73
Alternative Risk Premia	300	231
Fund of Hedge Funds	3	18
Emerging Markets Debt	130	138
Risk Sharing	145	121
Insurance-Linked Securities	132	115
Property	95	90
Infrastructure	320	211
Private Debt	86	54
Opportunist Illiquid Credit	104	-
Corporate Bond Fund	245	187
Liquid Credit	2	-
Long Lease Property	75	59
Secured Income	183	144
Liability Driven Investment	1,426	1,467
Net Current Assets	18	7
Total assets	4,298	4,010

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any property occupied by, or other assets used by, the employer.

KEY ASSUMPTIONS

	31 March 2020 % per annum	31 March 2019 % per annum
Discount Rate	2.33%	2.39%
Inflation (RPI)	2.51%	3.21%
Inflation (CPI)	1.51%	2.21%
Salary Growth	2.51%	3.21%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

The mortality assumptions adopted at 31 March 2020 imply the following life expectancies:

	Life expectancy at age 65 (Years)
Male retiring in 2020	21.5
Female retiring in 2020	23.3
Male retiring in 2040	22.9
Female retiring in 2040	24.5

Notes to the Consolidated Financial Statements (continued)

8. Board members and executive officers

	Group	Group
	2020	2019
	£'000	£'000
The aggregate emoluments paid to or receivable by non-executive Directors	85	77
The aggregate emoluments paid to or receivable by executive officers	1,102	1,134
The aggregate compensation paid to or receivable by executive officers	-	33
The emoluments paid to the highest paid executive officer (excluding pension)	134	134
The aggregate pension costs for executive officers	99	120
Total key management personnel remuneration	1,187	1,211

The key management personnel are the persons listed as board and executive officers on page 1 and of each group entity.

The Calico Group Board members (non-executive directors) are paid an allowance. The total of this for the year to 31 March 2020 was £40,000 (2019: £40,000). The Chair receives £7,000 annually and all other Board members £4,000.

The Syncora Board members (non-executive directors) receive annual allowances. For the period to 31 March 2020 the total was £42,000 (2019: £32,000). The Chair receives £6,000 and all other Board members £3,500.

The Ring Stones Board members (non-executive directors) receive an allowance. For the current period, the total was £3,000 (2019: £5,000). The Board members annual payment is £2,500 each.

The Group Director of Finance is fully remunerated from The Calico Group Limited, this is recharged to other group companies.

9. Taxation on ordinary activities

Most subsidiaries in the group hold charitable status and therefore their activities are deemed to be non-taxable. The exceptions to this are outright property sales in Calico Homes Limited and any profits made by Hobstones Homes Limited, Calico JV Limited, Delphi Medical Limited, Delphi Medical Consultants Limited and Syncora Limited. Tax liabilities arising in Ring Stones Maintenance and Construction LLP are the responsibility of the members. Consequently taxation on their activities is accounted for in these financial statements through Calico JV Limited.

	2020	2019
	£'000	£'000
UK corporation tax charge for the year	20	16
Adjustment in respect of prior years	-	(14)
	<u>20</u>	<u>2</u>
Surplus on ordinary activities before tax at standard rate of corporation tax	<u>1,484</u>	<u>1,856</u>
Surplus on ordinary activities before tax at standard rate of corporation tax of 19% (2019: 19%)	282	353
Effect of charitable income and expenditure not subject to tax	(320)	(366)
Adjustment for short term timing differences	58	29
Adjustment in respect of prior years	-	(14)
Tax charge for period	<u>20</u>	<u>2</u>

Notes to the Consolidated Financial Statements (continued)

10. Tangible fixed assets

	Social housing properties	Freehold property	Leasehold property	Furniture, fixtures & fittings	Computers & Office Equipment	Plant	Motors	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation								
At 1 April 2019	144,351	1,487	6,047	1,573	923	56	54	154,491
Additions	20,321	-	349	33	199	2	13	20,917
Disposals	(937)	-	(123)	-	-	-	-	(1,060)
	=====	=====	=====	=====	=====	=====	=====	=====
At 31 March 2020	163,735	1,487	6,273	1,606	1,122	58	67	174,348
	=====	=====	=====	=====	=====	=====	=====	=====
Depreciation and impairment								
At 1 April 2019	25,494	248	1,423	1,072	629	56	41	28,963
Charged in year	3,007	16	159	82	57	1	4	3,326
Impairment	-	-	-	-	-	-	-	-
Disposals	(449)	-	(48)	-	-	-	-	(497)
	=====	=====	=====	=====	=====	=====	=====	=====
At 31 March 2020	28,052	264	1,534	1,154	686	57	45	31,792
	=====	=====	=====	=====	=====	=====	=====	=====
Net book value at 31 March 2020	135,683	1,223	4,739	452	436	1	22	142,556
	=====	=====	=====	=====	=====	=====	=====	=====
Net book value at 31 March 2019	118,857	1,239	4,624	501	294	-	13	125,528
	=====	=====	=====	=====	=====	=====	=====	=====

Notes to the Consolidated Financial Statements (continued)

10. Tangible fixed assets (continued)

Housing properties comprise:

	2020	2019
	£'000	£'000
Freehold land and buildings	80,004	64,431
Long leasehold land and buildings	55,679	54,426
	<u>135,683</u>	<u>118,857</u>
Major works to existing properties in the year:		
Works capitalised	1,710	1,996
Amounts charged to expenditure	670	814
	<u>2,280</u>	<u>2,810</u>
Aggregate amount of interest and finance costs included in additions to the cost of housing properties (note 5)	443	754
The net book value of secured assets	<u>82,705</u>	<u>82,318</u>

11. Intangible Fixed Assets

	Goodwill	Software & Licences	Group Total
	£'000	£'000	£'000
Cost			
At 1 April 2019	911	1,716	2,627
Additions	-	143	143
At 31 March 2020	<u>911</u>	<u>1,859</u>	<u>2,770</u>
Amortisation			
At 1 April 2019	657	1,505	2,162
Charge for the year	147	59	206
At 31 March 2020	<u>804</u>	<u>1,564</u>	<u>2,368</u>
Net Book Value at 31 March 2020	<u>107</u>	<u>295</u>	<u>402</u>
Net Book Value at 31 March 2019	<u>254</u>	<u>211</u>	<u>465</u>

Notes to the Consolidated Financial Statements (continued)

12. Debtors

	Group		Company	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Due within one year				
Rent and service charges receivable	2,042	1,823	-	-
Less: Provision for bad and doubtful debts	(1,200)	(1,001)	-	-
	<u>842</u>	<u>822</u>	<u>-</u>	<u>-</u>
Other debtors	4,526	2,366	73	54
Less: Provision for bad and doubtful debts	(246)	(457)	-	-
Corporation tax	-	3	-	-
Prepayments and accrued income	577	930	-	-
	<u>5,699</u>	<u>3,664</u>	<u>73</u>	<u>54</u>

13. Creditors: amounts falling due within one year

	Group		Company	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Debt (Note 15)	536	536	-	-
Trade creditors	2,232	1,713	-	-
Rent and service charges received in advance	546	505	-	-
Other creditors	400	424	65	81
Accruals and deferred income	3,505	3,229	2	-
Other taxation and social security	46	13	2	2
Corporation tax	20	16	1	-
Deferred capital grant (Note 16)	300	240	-	-
Disposal proceeds fund (Note 17)	-	205	-	-
	<u>7,585</u>	<u>6,881</u>	<u>70</u>	<u>83</u>

14. Creditors: amounts falling due after more than one year

	Group 2020 £'000	Group 2019 £'000
Debt (Note 15)	121,406	109,951
Deferred Capital Grant (Note 16)	26,349	18,965
Recycled Capital Grant Fund	75	-
Other Creditors	81	70
	<u>147,911</u>	<u>129,986</u>

Notes to the Consolidated Financial Statements (continued)

15. Debt analysis

	Group 2020 £'000	Group 2019 £'000
Bank loans		
Within one year (note 13)	536	536
Between two to five years	4,644	4,143
After five years	116,762	105,808
	<u>121,942</u>	<u>110,487</u>

The Group currently borrows from the Royal Bank of Scotland and Nationwide for Calico Homes Limited ("Homes") and from Barclays Bank for Acorn Recovery Projects ("Acorn").

The Royal Bank of Scotland and Nationwide loans are, at both fixed and floating rates of interest. Currently 72.04% (2019: 79.01%) of Homes borrowings is at fixed rates.

The fixed rates of interest range from 2.76% to 7.64% (2019: 2.76% to 7.64%) and the weighted average rate of interest on all loans is 4.38% (2019: 4.25%). Variable rate loans have their rate linked to LIBOR.

Break costs

The Group has interest rate fixes and forward rate fixes in place maturing at intervals up to 2038, if these fixes are not taken up or are terminated prior to maturity break costs will be incurred. No provision for break costs is recognised in the financial statements as it is likely that they will be taken up when they fall due and terminations prior to maturity date are not expected.

Our loan portfolio also includes a number of loans whose interest rate is calculated in relation to the retail price index. Details are as follows:

Value date	Maturity date	Lender	Type	Amount £'000	Rate including margin at 31/03/2020 %
13/10/2008	13/10/2038	Nationwide	RPI cap/collar	3,000	5.36

RPI (floor 0% p.a., Cap 5% p.a.) + 0.915% + margins payable from the effective date.

The Homes bank loans are secured by a fixed and floating charge over the assets of Homes held on behalf of the Funders by Prudential Trustee Company. The loans are repayable in agreed stages from 2019 onwards. The break costs are considered to be the fair value of the loans. At 31 March 2020, the Homes secured assets had a net book value of £128.1m (2019: £109.4m).

At 31 March 2020, Homes had un-drawn loan facilities of £18.3m (2019: £30.3m) of its total loan facility of £141.5m (2019: £142m).

The Acorn loans from Barclays Bank plc totalling £0.2m (2019: £0.3m) are secured by legal charges over specific assets held by Acorn (Rosemary Court), which at 31 March 2020 had a net book value of £0.5m (2018: £0.5m).

Notes to the Consolidated Financial Statements (continued)

16. Deferred capital grant

	Group 2020 £'000	Group 2019 £'000
At start of year	19,205	15,855
Grant received in the year	7,798	3,580
Released to income in the year	(280)	(230)
Transfer to RCGF	(75)	-
At the end of the year	<u>26,648</u>	<u>19,205</u>
Amount due to be released < 1year (Note 13)	300	240
Amount due to be released > 1 year (Note 14)	26,348	18,965
	<u>26,648</u>	<u>19,205</u>

17. Disposal proceeds fund

	Group 2020 £'000	Group 2019 £'000
At start of year	205	244
Net PRTB receipts	-	(40)
Allocation of funds – New build	(205)	-
Interest accrued	-	1
At the end of the year	<u>-</u>	<u>205</u>
Amount due to be released < 1 year (Note 13)	-	205
Amount due to be released > 1 year (Note 14)	-	-
	<u>-</u>	<u>205</u>
Amounts over 3 years where repayment may be required	<u>-</u>	<u>-</u>

18. Financial commitments

Capital expenditure commitments were as follows:

	Group 2020 £'000	Group 2019 £'000
Capital expenditure		
Expenditure contracted for but not provided in the accounts	10,473	4,097
Expenditure approved by the Board, but not contracted	9,949	16,150
	<u>20,422</u>	<u>20,247</u>

These are to be funded out of undrawn loan facilities of £18.3m (2019: £30.3m) and estimated grants of £4.7m (2019: £5.5m) and relate to potential property developments.

Notes to the Consolidated Financial Statements (continued)

19. Analysis of changes in net debt

	At beginning of the Year £'000	Cash Flows £'000	Other Changes £'000	At end of the Year £'000
Cash and Cash Equivalents	2,112	2,016	-	4,128
Debt due within one year	(536)	-	-	(536)
Debt due after one year	(109,951)	(11,471)	16	(121,406)
	<u>(108,375)</u>	<u>(9,455)</u>	<u>16</u>	<u>(117,814)</u>

20. Operating leases

The Group had commitments of future minimum lease payments under non-cancellable operating leases as follows:

	Group 2020 £'000	Group 2019 £'000
Land and buildings, leases expiring:		
• Within one year	389	398
• Two to five years	271	476
	<u>660</u>	<u>874</u>
Other leases expiring:		
• Within one year	151	153
• Two to five years	83	132
	<u>234</u>	<u>285</u>

21. Provisions for liabilities

	2020 £'000	2019 £'000
SHPS – Social Housing Pension Scheme (Note 7)	671	1,473
Defined benefit schemes	<u>671</u>	<u>1,473</u>
Deferred taxation	9	8
	<u>680</u>	<u>1,481</u>

22. Contingent liabilities

There were no contingent liabilities at 31 March 2020 (2019: £Nil).

Notes to the Consolidated Financial Statements (continued)

23. Related parties

Members of The Calico Group Board are also members of other group company boards: Peter Bevington (Calico Homes Limited), John Inglesfield (Calico Homes Limited), Grahame Elliott (Syncora Limited) and Richard Jones (Syncora Limited).

The Calico Group Limited is the Parent entity in the Group and ultimate controlling party. The Group has taken advantage of the exemption available under Section 33 FRS 102 not to disclose transactions with wholly owned subsidiary undertakings.

24. Investment in subsidiaries

As required by statute, the financial statements consolidate the results of:

- The Calico Group Limited, the ultimate parent undertaking
- Calico Homes Limited
- Syncora Limited
- Calico Enterprise Limited
- SafeNet Domestic Abuse and Support Services Ltd
- Hobstones Homes Limited
- Acorn Recovery Projects
- Calico JV Limited
- Ring Stones Maintenance & Construction LLP
- Delphi Medical Limited
- Delphi Medical Consultants Limited

The Calico Group Limited has 100% of the shares in Calico JV Limited and 100% of the shares in Hobstones Homes Limited. Calico JV Limited is a 99% share-holder and Hobstones Homes Limited is a 1% shareholder of Ring Stones Maintenance and Construction LLP which was created to realise savings on VAT to the group for development and major works, provide labour and apprenticeships in the local market.

During the prior year, the Group formed Syncora Limited, a company limited by guarantee, to control the care and support entities. Calico Enterprise Limited is a charitable subsidiary formed to assist the delivery of a range of care and worklessness related services, SafeNet Domestic Abuse and Support Services Ltd is a charitable subsidiary which protects victims of domestic violence and abuse and provides services to support victims. Acorn Recovery Projects is a charitable subsidiary formed to help the recovery of addicts.

Acorn Recovery Projects owns 100% of the shares of Delphi Medical Limited and Delphi Medical Consultants Limited which provide medical treatment for addicts.

Notes to the Consolidated Financial Statements (continued)

25. Reconciliation of Group operating surplus to net cash inflow from operating activities

	Note	2020 £'000	2019 £'000
Operating surplus		6,662	6,079
Pension adjustment		(63)	29
Depreciation	3 & 10	3,326	3,151
Impairment		-	82
(Gain) on disposal of fixed assets (social housing)	3 & 4	(790)	(1,230)
Amortisation of intangible fixed assets	11	206	367
Amortisation of government grants	3	(280)	(230)
		<u>9,061</u>	<u>8,278</u>
Tax received/(paid)		(12)	13
Working capital movements:			
Stock		(42)	15
Debtors		(2,038)	(429)
Creditors		697	(1,531)
		<u>7,666</u>	<u>6,346</u>

26. Financial instruments

	2020 £'000	2019 £'000
Financial assets that are debt instruments measured at amortised cost:		
• Cash at bank and in hand	4,128	2,112
• Rent and service charges receivable	842	822
• Other debtors	4,526	1,909
	<u>9,250</u>	<u>4,843</u>
Financial liabilities at amortised cost:		
• Bank loans	121,942	110,487
• Trade creditors	2,232	1,713
• Deferred capital grant	26,649	19,205
• Recycled capital grant	75	-
• Disposal proceeds fund	-	205
	<u>150,898</u>	<u>131,610</u>

27. Post Balance Sheet Events

There were no significant post balance sheet events.