

COMPANY NUMBER: 3860803
CHARITY NUMBER: 1091544

SAFENET DOMESTIC ABUSE AND SUPPORT SERVICES LTD

Report and Financial Statements

Year ended 31 March 2019

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Directors, Executive Officers, Advisors and Bankers

Board

Directors

Richard Jones (Chair)
Karen Ainsworth (Vice Chair)
Andrew Henderson
Anne Coates
Georgina Nolan
Grahame Elliott CBE
Kelly Shaw
Lynn McCracken
Michelle Pilling
Mushtaq Khan
Sharon Livesey

Company Secretary

S Aggett

Registered Office

Centenary Court
Croft Street
Burnley
BB11 2ED

External Auditor

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

Solicitors

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

Bankers

Yorkshire Bank
25 Manchester Road
Burnley
Lancashire
BB11 1HX

Report of the Directors

The trustees are pleased to present their annual Trustees' report together with the financial statements of the charity for the year ending 31 March 2019 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The trustees are also the company directors.

Objectives and Activities

The charity protects victims and survivors of domestic violence and abuse from further harm. It provides services to support victims and survivors; and works to prevent violence and abuse, and to promote safe and healthy relationships.

SafeNet Domestic Abuse and Support Services ("SafeNet") provides temporary emergency accommodation and community based support services to women, children and men experiencing domestic violence. The key priorities for the charity during the year 2018/19 were:

SafeNet Services to Victims of Domestic Abuse:

Safe Accommodation - Refuges

SafeNet Refuges in Burnley, Lancaster, Preston and Rochdale operated 24 hours a day, responding to emergency referrals from partner agencies, admitting women and their children, supporting them throughout their stay at the Refuge. The Support Service provided emotional and practical support to enable victims/survivors to move away from abusive relationships and successfully resettle within the community.

Safe Houses

In Burnley and Lancaster, SafeNet delivered accommodation in separate 'SafeHouses' which offer 2nd stage move-on facilities for those moving on from refuge but not yet ready for a fully independent resettlement and also a safe place for a wider variety of victims who may not be able to access a place in the communal refuge ie. Families with older male children, married couples, male victims and, on occasion, those with higher level dependency issues or mental health needs where other safe accommodation cannot be found.

Dedicated Male Victims Safe House

We deliver a specialist dedicated 3 x unit Male Victim Safe House, 2 units for single men and one able to accommodate a man fleeing violence with children.

Community Based IDVA Service

We deliver a community based Independent Domestic Violence Advisor (IDVA) service in the Blackpool area to those experiencing domestic abuse and who are assessed as high risk by referral agencies. IDVA's advocate on behalf of clients referred into MARAC (Multi Agency Risk Assessment Conference) where statutory agencies work in partnership to agree a safety plan for the victim and children involved.

Who and What We Support

Both the Refuge and the Community Based Services included provision for women and children with:

- additional health needs (including mental health issues, self-harming behaviours, substance misuse and dependency issues, sexual and reproductive health issues and issues relating to physical disability).
- specialised, cultural sensitive support needs – for minority ethnic women and children to overcome language barriers and support different lifestyles and cultures
- children's needs- services to children who are resident in the refuge, and those in the community which meet their emotional, psychological, physical, social and educational developmental needs

All individual and group work with children is designed to:

- address emotional health needs
- develop children's potential through building self-esteem, confidence and opportunities
- take into account the unique circumstances of the individual child, and is based on the core principles of a client centred approach and ethos.

Male Victims are supported via dedicated male victim accommodation and community based support services.

Inter-Agency Working

We contribute effectively to inter-agency working in Lancashire and Greater Manchester, leading work in a number of areas. We work to raise the profile of SafeNet; to promote awareness of domestic abuse and the range of services available.

Report of the Directors (continued)

Finance and Resource Management

We manage our finances to ensure that SafeNet has sufficient funds to maintain core services in the short and long term, and ensure that all SafeNet premises, resources and working practices meet recognised standards for quality, security and health and safety.

Development of Organisation and Staff

We maintain effective management and staffing structures, to ensure that staff and volunteers have the knowledge and skill to deliver excellent services as required, and to provide quality work placements for students. Also to help board members govern effectively, set clear strategy, and monitor organisational effectiveness.

Public Benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the directors consider how planned activities will contribute to the aims and objectives.

SafeNet undertakes and manages its activities in line with the above objectives through the provision of support contracts. Directors receive regular updates on performance and feel that the objectives have been achieved as set out in the next section.

Growth

SafeNet's Growth Strategy concentrates on the maintenance and consolidation of existing services across Lancashire and Greater Manchester; and further expansion in conjunction with the property owning strength and expertise of the Calico Group:

Growth Targets 2019 - 2020

1. Maintain existing SafeNet services:

- Maintain Refuge Services
- Secure Specialist Accommodation Services: Jane's Place Recovery Refuge & the Male Victim Safe House
- Maintain and grow community based support services

2. Extend and expand SafeNet specialist services in Lancashire and beyond, to support more victims and survivors of abuse

- New Opportunities
- Safe houses
- Elevate SafeNet's Profile

3. Partnership Work

- Strategic / Geographical Development
- Internal Collaboration
- Establish 'SafeNet Supporter's Group'

4. Focus on staff potential and wellbeing

- Performance & development framework & Leaders Journey
- Practice (Clinical) Supervision for all frontline staff

Achievements and Performance

SafeNet has achieved targets or has targets on-going or pending for 2018 -19 as follows:

1. Maintain existing SafeNet services: we sustained services with consistent and stable funding

• Maintain Refuge Services

ACHIEVED: We maintained Lancashire refuge provision in Burnley, Preston and Lancaster until mid-2019 when all LCC refuge services will be re-tendered with a new county-wide service in place from October 2019. We maximised income through HB's utilising 'intensive housing management' to cover housing management costs for accommodation based services. We contributed to consultations about the future of refuge services to help shape and influencing decisions which impact on and supported the continuation of refuge services. We maintained SafeNet Rochdale Refuge Service, working closely with stakeholders and commissioners.

Report of the Directors (continued)

- **Secure Specialist Accommodation Services: Jane's Place Recovery Refuge & Male Victim Safe House**
ACHIEVED AND ON-GOING: we identified sources of funding to replace time limited DCLG funds, to gain and sustain alternative funding. We successfully bid to the Big Lottery and were awarded 3 years funding for our 'Every Day Free' complex needs support service at Jane's Place which provided partial funding for the staff team. As one of the DA providers in a pan-Lancashire bid we secured funding from the Government's 2nd round of MHCLG (previously DCLG) Fund at the beginning of the financial year, which also partially funded the staff costs at Jane's Place. We continue to benefit from the support of influential supporters who are working with us to create more secure funding for our specialist DA services.
- **Maintain and grow community based support services**
ACHIEVED: We've retained the Blackpool IDVA Service with a 3rd extension from Blackpool Council early in 2019 until new year 2020; we are continuing to work closely with Blackpool Council to help shape the future of Blackpool Services. We have sustained community based domestic abuse group work programmes in Lancaster and plan to extend this service into other district in which we currently work.

2. Extend and expand SafeNet specialist services in Lancashire and beyond, to support more victims and survivors of abuse

- **New Opportunities**
ON-GOING: We continued to identify gaps in the market and potential developments such as expansion of services in the area's we currently work in namely Burnley, Preston, Lancaster, Blackpool and Rochdale. We have interest from across the UK for developing our Jane's Place service model and Male Victim Safe House. Bradford MBC are interested in shaping their services based on SafeNet's provision and delivery and they will commission an Integrated DA Service next year. Following some initial discussions with Calderdale re the possible delivery / tendering of their Refuge Service, it looked unlikely that this was viable opportunity at the current time
- **Safe houses**
ON-GOING: We are developing additional safe houses in areas in which we currently operate refuge services, in particular for those areas with no current safe house provision such as for Preston and Rochdale. We are looking into the viability of developing a larger (up to 6 units) safe house facility in Rochdale
- **Male Safe Houses**
ON-GOING: Work is underway to establish a safe house for male victims in Rochdale, this is one of the obligations of our contract with commissioners in Rochdale
- **Elevate SafeNet's profile**
ACHIEVED AND ON-GOING: We increased SafeNet's social media presence, participated in high profile events such as the National Housing Conference 'Fringe' event and re-designed our web-site and other social media. We are working closely with commissioners, stakeholders and partner agencies to enhance working relationships.

3. Partnership Work

- **Strategic / Geographical Development**
ACHIEVED AND ON-GOING: we have paid attention to the relationships and links we are building in the areas we work, establishing and developing partnerships, increasing contributions and activities with partners in each area
- **Internal Collaboration**
ACHIEVED AND ON-GOING: we have worked across the Calico Group at different levels
- **Establish 'SafeNet Supporters Group'**
ACHIEVED: We have established SafeNet Supporters Group and the group is now active raising funds, resourcing activities and raising awareness and the profile of SafeNet services

4. Focus on staff potential and wellbeing

- **Performance & development framework & Leaders Journey**
ACHIEVED AND ON-GOING: we have supported staff to achieve their potential through the Performance and Development framework and Managers through the 'Leaders Journey'
- **Practice (Clinical) Supervision for all frontline staff**
ACHIEVED AND ON-GOING; we have supported and developed staff through bespoke Practice (Clinical) Supervision for all frontline staff

Report of the Directors (continued)

This is our 8th year as part of The Calico Group, and the partnership has proven immensely beneficial. We continue to work closely and strategically via shared goals, policies and procedures and work to strengthen our position in relation to existing contracts and future proposals to extend domestic violence and similar support services. We continue to build on our success and maintain high standards in our provision of supported housing. Demand for our service remains consistently high. We offer an established service based on best practice, providing guidance and inspiration to others in the field.

During 2018/19 we worked to ensure that high quality services were maintained and that developments were planned and continued to be adequately resourced in priority areas.

Best Companies

In February 2019, Calico was recognised for being in the Top 100 Best Companies to work for in the Sunday Times top 100 for the 11th Year in a row, and SafeNet achieved '2 star' status. The survey includes staff from Calico Homes, Calico Enterprise, Acorn, Delphi, Ringstones and SafeNet. It was a fantastic achievement for all companies in the Calico Group and demonstrates our success as an employer of choice.

Staff Performance

SafeNet staff team have been through some significant changes during this year, with some turnover of staff due to funding changes and a significant restructure. SafeNet has continued to extend its staff team. Reflecting our organisation's ethos of being 'run by women, for women' our staff team continues to be women only. Our team is diverse, with a wide range of staff from different backgrounds and with different language skills. Many staff and volunteers have been previous residents/service users and as such bring with them lived experience of domestic abuse, empathy and understanding. Sickness levels are low which evidences a well motivated team.

Financial Review

The income and expenditure and the company's financial position at the end of the year are shown on pages 11 and 12 of the financial statements.

As in previous years, we have provided high quality supported housing for women and children escaping domestic abuse, in East, Central South and North Lancashire areas, and this year we extended our remit to include services in Blackpool. Demand for our services remains consistently high.

We have worked hard to raise funds for our children's services and to build links with local schools, though identifying funding for additional support for children this has become increasingly difficult.

Plans for Future Periods

Priorities and Targets for 2019 – 2020

Our key objectives include:

1. Maintain & improve existing SafeNet services:

- a) Maintain Refuge Services: secure the commission of LCC DA Refuge Services, mobilise new service
- b) Secure Specialist Accommodation Services: long-term funding for Jane's Place Recovery Refuge and the Male Victim Safe House
- c) Maintain existing community based services: extend/secure Blackpool and plan stable funding for Lancaster groupwork support services
- d) Monitor and develop SafeNet's expert / specialist support services: for children and young people; LDTBQI+; men's; dis/abilities; complex needs; low income/poverty
- e) Compliance through operational frameworks/standards: governance; WAFE National Standards

2. Extended & Grow SafeNet services in Lancashire and beyond, to support more victims and survivors of abuse

- a) New Opportunities: tender to deliver services where viable; identify service gaps and potential developments
- b) Safe houses: develop additional safe houses all the areas in which we currently operate refuge services, in particular for those areas with no current safe house provision such as for Preston and Rochdale. Consider the viability of developing safe houses elsewhere if viable. Additional Male Victim safe houses.
- c) Elevate Safenet's profile – increase our social media presence and public profile, working closely with commissioners, stakeholders and partner agencies
- d) Develop relationship with a dis/ability charity with the long-term goal of opening a specialist DA refuge supporting access to safe refuge for those with dis/abilities

Report of the Directors (continued)

3. **Partnership Work: strategic development, paying attention to the relationships and links we are building in the areas we work, establish and develop partnership increased contributions and activities with statutory and voluntary partners in each locality.**
 - a) Strategic / Geographic Development: building and strengthening links, paying attention to external relationships and involvement
 - b) Internal Collaboration ways to work across the Calico Group at different levels: internal training; projects
 - c) Support the development of the recently established 'SafeNet Supporters Group' for Patrons, Ambassadors and Supporters
4. **Focus on staff potential and wellbeing: working to create the best conditions for staff to be focussed, present, motivated and supported.**
 - a) Support staff to achieve their potential and wellbeing; create the best conditions for staff to be focussed, present, motivated and supported
 - b) Support and improve wellbeing: Practice (Clinical) Supervision; wellbeing activities
 - c) Develop and structure the Volunteer Service

Structure, Governance and Management

Group Structure

Syncora Limited (registered number 11171831) a company limited by guarantee was established as the holding company in 2018. Syncora has a common board for each of its subsidiaries which are; SafeNet, Acorn and Calico Enterprise. This holding company will sit between the legal entities and the Calico Group Board. This new arrangement will enhance continued growth by integrating service and company offers and allowing competition with larger scale 'lead' providers.

Governing Document

The Company is registered as a Charity (no. 1091544) with the Charity Commission.

The Charity is constituted as a Company limited by guarantee (no. 3860803) and is governed by its Articles of Association. New Articles of Association were adopted on 10 January 2018.

In the event of the Company being wound up members are required to contribute an amount not exceeding £1.

Appointment of Directors

Syncora Limited may by ordinary resolution appoint a person who has been approved by The Calico Group Limited.

The minimum number of Trustees per the Articles of Association is 5 and a maximum of 12.

Directors' Induction and Training

Upon appointment new Trustees receive the following:

- A copy of the Statutory Information of the Incorporated Company;
- A copy of the most recent Annual Report and Accounts;
- Access to the Policy and Procedures manual;
- A copy of the Charity Commissioners Guide to the responsibilities of a Charity Trustee;
- Copies of the previous minutes of Trustee Meetings.

A programme has been established to continuously develop professional and effective boards of trustees throughout the Calico Group so that they can manage business successfully. The main objectives of the programme are to:

- Strengthen the role of the boards.
- Equip Trustees to make considered decisions and address challenging problems.
- Ensure boards work within legal frameworks and comply with regulatory standards.
- Establish boards as leaders with the vision to determine strategic direction.

Report of the Directors (continued)

Organisation

The activities of the charity are divided into work streams – the provision of housing related support (Refuge Support) and management of the housing service, support to children both resident and non-resident (Children's Services), Community Based Support Services offering support to victims in legal and court process (IDVA Service).

Each of these areas is provided with support and guidance from the employees of The Calico Group Limited under the direction of the Managing Director Helen Gauder.

Related Parties

SafeNet Domestic Abuse and Support Services is a subsidiary of Syncora Ltd. Employees of The Calico Group Limited provide services, e.g. payroll to the employees of SafeNet Domestic Abuse and Support Services. An arm's length charge is made for these services. The day to day management of the charity is delegated to the Managing Director.

Risk Management

As part of the Calico Group approach to risk management, SafeNet has in place a risk map which is reviewed by the Syncora Board on a quarterly basis. The directors have undertaken a review of the major strategic risks faced by the charity and have put in place systems to mitigate SafeNet's exposure to the major risks.

Reserves Policy

The objective of having unrestricted funds in reserve is to enable the charity to cope with unplanned events. Very often, the effects of the event can be managed in the long term, but the charity needs reserves in the meantime. There is no rule on how large reserves should be; this will depend a great deal on the nature of the charity's activities and the level of external risk perceived by the trustees. It will also depend on what other action the charity is taking to mitigate the effects of the external threats, as this will affect the level of reserves required.

The Syncora Reserves Policy states that we will aim to keep unrestricted reserves to cover at least two months of variable expenditure to cover costs that are not contract related where we may not have notice of changes. The current level of free reserves is £185,000. This is a calculation of the unrestricted funds less the tangible fixed assets. We have not designated anything for essential future spending. Our targeted reserves level are £106,000. The company plans to utilise this provision to invest in additional properties to deliver services.

The Trustees will monitor and review the level of reserves annually, in line with guidance issued by the Charity Commission.

Governance Development

Trustees / Board Members have been appraised annually and individual and group development planned. The governance function will be further developed through an appropriate development plan including key priorities as follows:

- Consideration of size, representation, skills and experience and diversity of the trustees, and the inclusion of service users.
- Develop a succession and recruitment strategy for the future.
- Develop more information and resources for members co-ordinated into a Board member resource pack which will include all of the constitutional requirements.
- Carry out trustee appraisals on a regular basis and provide a development plan to respond to identified needs.

Voluntary Help

Over the past year we have recruited several new volunteers in addition to existing volunteers. They have been trained to assist residents in practical tasks and life skills. They provide additional emotional support alongside the existing paid staff. Volunteers typically work five hours per week. The financial statements exclude costs for voluntary help, which cannot be quantified.

Statement of Directors' Responsibilities

The directors are responsible for preparing the directors' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Report of the Directors (continued)

Statement of Directors' Responsibilities (continued)

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgments and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

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

Statement as to disclosure of information to auditors

The directors who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which auditors are unaware. Each of the directors have confirmed that they have taken all steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

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 Company is pleased to report compliance with this Code where relevant for the year ended 31 March 2019 following an annual review that took place in March 2019.

Auditor

Beever & Struthers, Chartered Accountants and Business Advisors have indicated their willingness to be appointed into office. A resolution will be proposed at the Annual General Meeting to reappoint them as auditor to the charity for the ensuing year.

Approved by the trustees and signed on their behalf by:-

Stephen Aggett
Company Secretary
9 September 2019

Independent Auditor's Report to the Members of SafeNet Domestic Abuse and Support Services

Opinion

We have audited the financial statements of Safenet Domestic Abuse and Support Services Limited "the charitable company" for the year ended 31 March 2019 which comprise the Statement of Financial Activities, the Statement of Financial Position and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 section 1A "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of its incoming resources and application of resources loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the other information. 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 trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Independent Auditor's Report to the Members of SafeNet Domestic Abuse and Support Services (continued)

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees'

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

Maria Hallows BA FCA DChA (Senior Statutory Auditor)
(Senior Statutory Auditor)

For and on behalf of

BEEVER AND STRUTHERS

Statutory Auditor

St George's House

215/219 Chester Road

Manchester

M15 4JE

Date: 30 September 2019

Statement of Financial Activities

For the year ended 31 March 2019		Total Unrestricted Funds	Total General Restricted Funds	Total Restricted Fixed asset Funds	Total Funds	Total Funds
Note	Year ended 31 March 2019	Year ended 31 March 2019	Year ended 31 March 2019	Year ended 31 March 2019	Year ended 31 March 2019	Year ended 31 March 2018
	£'000	£'000	£'000	£'000	£'000	£'000
Income						
Donations and legacies	2	28	-	-	28	16
Income from investments	3	1	-	-	1	1
		<u>29</u>	<u>-</u>	<u>-</u>	<u>29</u>	<u>17</u>
Income from Charitable activities	4	<u>2,355</u>	<u>406</u>	<u>-</u>	<u>2,761</u>	<u>2,567</u>
Total income		<u>2,384</u>	<u>406</u>	<u>-</u>	<u>2,790</u>	<u>2,584</u>
Expenditure						
Expenditure on Charitable activities		<u>2,386</u>	<u>486</u>	<u>-</u>	<u>2,872</u>	<u>2,423</u>
Total expenditure	5	<u>2,386</u>	<u>486</u>	<u>-</u>	<u>2,872</u>	<u>2,423</u>
Net income/(expenditure) for the year	6	(2)	(80)	-	(82)	161
Gross Transfers between funds	13	<u>(8)</u>	<u>12</u>	<u>(4)</u>	<u>-</u>	<u>-</u>
Net Movement in Funds		(10)	(68)	(4)	(82)	161
Total Funds Brought Forward at 1 April 2018		<u>1,045</u>	<u>68</u>	<u>148</u>	<u>1,261</u>	<u>1,100</u>
Total Funds Carried Forward at 31 March 2019	13	<u>1,035</u>	<u>-</u>	<u>144</u>	<u>1,179</u>	<u>1,261</u>

All of the activities in the financial period are derived from continuing operations.

The Statement of Financial Activities includes all gains and losses in the period.

The notes on pages 13 to 19 form part of the accounts.

Statement of Financial Position

At 31 March 2019

	Note	2019 £'000	2018 £'000
Fixed assets			
Tangible fixed assets	9	850	778
Current assets			
Debtors	10	371	295
Cash at bank and in hand		420	484
		<u>791</u>	<u>779</u>
Creditors: amounts falling due within one year	11	462	296
Net current assets		<u>329</u>	<u>483</u>
Net assets		<u>1,179</u>	<u>1,261</u>
Unrestricted funds			
General Unrestricted Funds	13	1,035	1,045
Restricted funds			
Fixed asset Restricted Fund	13	144	148
General Restricted Fund	13	-	68
		<u>1,179</u>	<u>1,261</u>
Total Funds		<u>1,179</u>	<u>1,261</u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006.

The financial statements on pages 13 to 19 were approved by the trustees and authorised for issue on 9 September 2019 and signed on its behalf by:

Richard Jones
Chair of the Board
 9 September 2019

SafeNet Domestic Abuse and Support Services is a company limited by guarantee, registered with the charities commission, incorporated in England and Wales. The registered office is Centenary Court, Croft Street, Burnley, Lancashire, BB11 2ED

Notes to the Financial Statements

1. Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006, and are presented in sterling £'000 which is the functional currency of the entity.

As permitted under the Companies Act the company has adapted the Companies Act formats to reflect the special nature of its activities.

The charity meets the definition of a public benefit entity under FRS 102.

Going concern

The financial statements have been prepared on a going concern basis as the trustees are of the opinion that the Company has adequate resources to continue in operational existence for the foreseeable future.

Critical accounting 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. It is not considered that there are any judgements (apart from those involving estimates) that have had a significant effect on amounts recognised in the financial statements.

Other key sources of estimation and assumptions:

Tangible fixed assets

Other than investment properties, 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. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

FRS 102 disclosure exemptions

The charity meets the definition of a qualifying entity under FRS 102 and has taken advantage of the disclosure exemptions available to it in respect of preparation of a statement of cash flows and financial instruments.

Income

Voluntary income and donations are included in incoming resources when they are receivable, except when the donors specify that they must be used in future accounting periods if donor's conditions have not been fulfilled, then the income is deferred.

Grants, where entitlement is not conditional on the delivery of specific performance by the company, are recognised when the company becomes unconditionally entitled to the grant. Grants, where related to performance and specific deliverances are accounted for as the company earns the right to consideration of its performance.

Investment income is recognised on a receivable basis.

Expenditure

Resources expended are included in the Statement of Financial Activities on an accruals basis.

Expenditure which is directly attributable to specific activities has been included in these cost categories. Where costs are attributable to more than one activity, such as support costs, they have been apportioned across the cost categories on a basis consistent with the use of these resources.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

1. Accounting Policies (continued)

Pensions

The Company participates in a stakeholder pension scheme; a defined contribution pension scheme. Contributions to the defined contribution pension plans are charged to the statement of financial activities in the year to which they relate. The assets of the scheme are invested and managed independently of the finances of the Company.

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation less accumulated impairment. Assets with a cost of over £500 are capitalised.

Freehold land is not depreciated.

Where a housing property comprises two or more major components with substantially different useful economic lives ("UEL"), each component is accounted for separately and depreciated over its individual UEL. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

Major components and their useful economic lives are as follows:

Structure – general needs refuge accommodation	75 years
Bathrooms	30 years
Kitchens	20 years

Depreciation is charged on other tangible fixed assets on a straight-line basis over the expected UEL, which is as follows:

Leasehold improvements	over the term of the lease
Furniture, fixtures and fittings	10 – 33%
Computers and office equipment	5 – 33%

Operating leases

Rentals payable under operating leases are charged to the profit and loss account on a straight-line basis over the lease term.

Restricted funds

Restricted funds are those funds which are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund. Grants towards the cost of the tangible fixed assets are treated as a separate restricted fund.

Unrestricted funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

2. Donations and Legacies

	2019 £'000	2018 £'000
Donations	28	16
	<u>28</u>	<u>16</u>

3. Income from Investments

	2019 £'000	2018 £'000
Bank interest receivable	1	1
	<u>1</u>	<u>1</u>

Notes to the Financial Statements (continued)

4. Income from Charitable Activities

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	Total Funds 2019 £'000	Total Funds 2018 £'000
Support contracts	628	406	1,034	1133
Contributions in respect of tenants	1,717	-	1,717	1,424
Training fees	10	-	10	10
	<u>2,355</u>	<u>406</u>	<u>2,761</u>	<u>2,567</u>

5. Analysis of Charitable Expenditure

	Unrestricted Funds 2019 £'000	Restricted Funds 2019 £'000	2019 Total £'000	2018 Total £'000
Direct Costs:				
Staff Costs	1,502	461	1,963	1,648
Other Direct Costs	884	25	911	775
	<u>2,386</u>	<u>486</u>	<u>2,872</u>	<u>2,423</u>

6. Net Incoming Resources

Net incoming resources are stated after charging:

	2019 £'000	2018 £'000
Depreciation of tangible fixed assets	40	40
Operating lease costs: other	147	261
Auditor's fees	3	2
	<u>194</u>	<u>303</u>

7. Employees

	2019 £'000	2018 £'000
Staff costs:		
Salaries and wages	1,789	1,502
Social security costs	135	114
Other pension costs	39	32
	<u>1,963</u>	<u>1,648</u>

The average number of employees during the year, by function was:

	2019 No.	2018 No.
Direct charitable activities	96	62
Management and administration of the charity	17	17
	<u>113</u>	<u>79</u>

Number of Full Time Equivalent Employees	67	59
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Notes to the Financial Statements (continued)

8. Board Members and Key Management Personnel Remuneration

	2019 £'000	2018 £'000
The aggregate emoluments paid to or receivable by trustees	-	-
The aggregate emoluments paid to or receivable by Company Lead	61	51
The emoluments paid to the highest paid Company Lead excluding pension contributions	58	49
Pension cost for current officers	3	2
Total key management personnel remuneration	61	51

One employee earned over £60,000 per annum. (2018: Nil)

Trustees are members of the Syncora Limited Board a holding company with a common board for each of its subsidiaries, which are SafeNet, Acorn and Calico Enterprise. These members received a total remuneration of £41,000 in 2019 (2018: £2,000).

The Syncora Board receive annual salaries. The Chair receives £5,000 and all other Board members £3,500.

9. Tangible Fixed Assets

	Freehold property £'000	Leasehold improvements £'000	Computer equipment £'000	Fixtures and fittings £'000	Total £'000
Cost					
At 1 April 2018	558	165	144	218	1,085
Additions	77	-	11	24	112
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total at 31 March 2019	635	165	155	242	1,197
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Depreciation					
At 1 April 2018	40	43	105	119	307
Charge in year	7	3	15	15	40
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total at 31 March 2019	47	46	120	133	346
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Net book values					
At 31 March 2019	588	119	35	108	850
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 1 April 2018	518	122	39	99	778

10. Debtors

	2019 £'000	2018 £'000
Prepayments and accrued income	82	78
Trade Debtors	217	43
Inter group balances	72	174
	<hr/>	<hr/>
	371	295
	<hr/> <hr/>	<hr/> <hr/>

Notes to the Financial Statements (continued)

11. Creditors: amounts falling due within one year

	2019 £'000	2018 £'000
Accruals and deferred income	140	142
Trade Creditors	64	1
Inter group balances	258	153
	<u>462</u>	<u>296</u>

12. Analysis of net assets between funds

	Restricted Funds 2019 £'000	General Unrestricted Funds 2019 £'000	Restricted Funds 2018 £'000	General Unrestricted Funds 2018 £'000
Tangible fixed assets	144	706	148	630
Net current assets	-	329	68	415
	<u>144</u>	<u>1,035</u>	<u>216</u>	<u>1,045</u>

13. Movements in funds

	Total at 31 March 2018 £'000	Incoming Resources £'000	Outgoing Resources £'000	Gross Transfers between Funds £'000	Total at 31 March 2019 £'000
General Unrestricted Funds	1,045	2,384	2,386	(8)	1,035
Fixed Asset Restricted Fund	148	-	-	(4)	144
General Restricted Funds	68	406	486	12	-
	<u>1,261</u>	<u>2,790</u>	<u>2,872</u>	<u>-</u>	<u>1,179</u>

The Restricted Fixed Asset Fund is amortised over the life of the fixed assets it relates to by an annual gross transfer to the General Unrestricted Fund.

14. Restricted Funds

Fixed Asset Restricted Fund

Capital Grants include:

The Henry Smith Charity donated £100,000 for freehold property renovation costs.

Take Pride Community Fund granted £25,200 for improvements.

Francis C Scott Charitable Trust donated £15,000 for fixtures and fittings.

Garfield Weston Foundation donated £25,000 for communal garden.

Notes to the Financial Statements (continued)

General Restricted Funds

The breakdown of this year's expenditure is as follows:

Funding Source	Project	Total at 31 March 2018 £'000	Income £'000	Expenditure £'000	Transfers £'000	Total at 31 March 2019 £'000
Lancashire County Council	DCLG	68	-	(68)	-	-
BBC Children in Need	Domestic Violence Children's Workers	-	51	(60)	9	-
Department for Communities and Local Government	DV Support Workers	-	120	(120)	-	-
Blackpool City Council	Independent Domestic Violence Advisors	-	205	(208)	3	-
Walney Extension Community Fund	Lancaster Rent	-	5	(5)	-	-
Francis C Scott	Lancaster Children Worker	-	16	(16)	-	-
Big Lottery	Support Workers	-	9	(9)	-	-
		<u>68</u>	<u>406</u>	<u>(486)</u>	<u>12</u>	<u>-</u>

15. Financial Commitments

Capital Commitments

There are no capital commitments.

Operating leases

The payments which the Company is committed to make in the next year under operating leases are as follows:

	2019 £'000	2018 £'000
Land and buildings: Within one year	145	332

16. Parent Undertaking

The Company is a 100% subsidiary of Syncora Ltd, a Company registered in England and Wales.

The trustees consider The Calico Group Limited to be the ultimate parent entity.

Consolidated accounts which include the results of the charity can be obtained from:

- The Company Secretary, The Calico Group Limited, Centenary Court, Croft Street, Burnley, BB11 2ED

No other accounts include the results of the charity.

Notes to the Financial Statements (continued)

17. Related Party Transactions

Sales and purchases of goods and services between related parties are at an arm's length basis at normal market prices. Any outstanding balances are unsecured and interest free.

Calico Homes Limited make Purchase ledger and payroll payments on behalf of the Syncora Group and these amounts are then recharged back to the relevant entity.

The Calico Group Limited ("Group"), the ultimate parent company
There were no transactions during the year (2018: £Nil).

At 31 March 2019, the company owed Group £nil (2018: £1,000).

Syncora Limited ("Syncora"), the parent company

Trustees are members of the Syncora Limited Board a holding company with a common board for each of its subsidiaries, which are SafeNet, Acorn and Calico Enterprise. These members received a total remuneration of £41,000 in 2019 (2018: £2,000).

During the year, Syncora recharged £45,000 (2018: £nil).

At 31 March 2019, the company owed Syncora £45,000 (2018: £1,000).

Calico Homes Limited ("Homes"), a fellow subsidiary of Group

During the year, Homes recharged rents amounting to £190,000 and office costs amounting to £110,000 (2018: £247,000).

At 31 March 2019, the company owed Homes £200,000 (2018: £53,000).

Calico Enterprise Limited ("Enterprise"), a fellow subsidiary of Group

During the year, Enterprise supplied cleaning, painting & decorating services amounting to £6,000 (2018: £Nil).

At 31 March 2019, the company owed Enterprise £6,000 (2018: £17,000).

Acorn Recovery Projects ("Acorn"), a fellow subsidiary of Group

During the prior year, the company lent Acorn £100,000 at an interest rate of base rate plus 1% and repayable by 31 March 2020. At 31 March 2019, Acorn owed the company £72,000 (2018: £92,000).

Delphi Medical Consultants Limited ("DMC"), a fellow subsidiary of Group

At 31 March 2019, the company owed DMC £6,000 (2018: £nil). This is due to a re-allocation of costs during the year.