



**Safenet Domestic Abuse & Support Services Ltd**  
**Report and Consolidated Financial Statements**  
Year ended 31 March 2021

Company Number: 3860803  
Charity number: 1091544

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## Directors, Executive Officers, Advisors and Bankers

### Board Directors

Karen Ainsworth (Chair)  
Sharon Livesey (Vice Chair)  
Grahame Elliott CBE  
Andrew Henderson  
Richard Jones CBE  
Mushtaq Khan  
Lynn McCracken (resigned 28 April 2021)  
Kelly Shaw  
Anne Coates (resigned 1 March 2021)  
Georgina Nolan (resigned 6 July 2020)  
Michelle Pilling (resigned 1 December 2020)  
Sallie Bridgen (appointed 23 July 2021)  
Susan Moore (appointed 23 July 2021)

### Executive Officers

Chief Executive Anthony Duerden  
Executive Director of Group Finance & Company Secretary Stephen Aggett  
Executive Director of Group Operations Helen Thompson  
Executive Director of Organisational Development Vicki Howard

### Company Leads

Managing Director Helen Gauder  
Head of Support Services Alex Atkinson

### Registered Office

Centenary Court  
Croft Street  
Burnley  
BB11 2ED

### Registered Number Charity Number

3860803  
1091544

### External Auditor

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

### Solicitor

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

### Bankers

Yorkshire Bank  
25 Manchester Road  
Burnley  
Lancashire  
BB11 1HX

## Report of the Directors

The Directors are pleased to present their report together with the financial statements of the charity for the year ending 31 March 2021 which are also prepared to meet the requirements for a Directors' Report and accounts for Companies Act purposes. The Directors are also the company trustees for Charity purposes.

### Objectives

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 ended 31 March 2021 were:

### Governing Document

SafeNet 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 SafeNet being wound up members are required to contribute an amount not exceeding £1.

### Group Structure

Syncora Limited (registered number 11171831) was established in 2018 as a holding company with a common board for each of its subsidiaries which are SafeNet Domestic Abuse and Support Services Ltd ("SafeNet"), Acorn Recovery Projects Ltd ("Acorn") and Calico Enterprise Ltd ("Enterprise"). Syncora sits between the legal entities and the Calico Group ("Calico") Board. This arrangement was made to enhance continued growth by integrating service and company offers and allowing competition with larger scale 'lead' providers. The Calico Group is the ultimate parent of the Syncora Group of Companies.

### Public Benefit

Using the the Charity Commission's general guidance on public benefit in planning future activities, 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.

### Activities

SafeNet Domestic Abuse (DA) and Support Services ("SafeNet") provides temporary emergency accommodation and community-based support services to women, children and men experiencing domestic abuse. The key priorities for the charity during the year ended 31 March 2021 were:

#### **Covid-19 Safe Services**

SafeNet prioritised safe DA services, the extension and adaptation of existing safe accommodation services and the development of new services to support the rapidly increasing demand for safe accommodation and the changing needs of victims and survivors during the Covid-19 pandemic. SafeNet complied with all Government measures as a minimum and additional safety measures were adhered to, to ensure the potentially higher risks associated with communal living were safely mitigated. A SafeNet 24hr frontline support services remained open throughout the pandemic.

#### **Live Chat On-line & Digital Support Services**

In response to National Lockdowns which effectively restricted victims' access to support services and created additional risk and danger for victims and survivors, a live chat digital support service has been designed and launched which can be accessed via the website using a laptop or mobile phone and which can provide discrete direct support. The service is in operation 7 days a week, 10am-12noon; 2pm - 4pm and 8pm-10pm and is staffed by experienced DA practitioners. SafeNet offer digital support via its web-site and a single referral system for all refuge provision in Lancashire with live daily updates on refuge spaces available across Lancashire.

#### **WAFE (Women's Aid Federation of England) National Standards – Completion of Recommendations**

SafeNet were awarded Women's Aid's National Quality Mark in February 2020 with several recommendations to be addressed by September 2020. All recommendations were completed by the deadline, and WAFE confirmed that the National Standards are awarded in full until the review date in 2025. SafeNet were commended for good practice in the DA field in relation to the company's specialist complex needs services (Jane's Place Recovery Refuge) and for good practice in several outstanding areas including SafeNet's No Recourse to Public Funds (NRPF), practice and knowledge around the physical, emotional and sexual health needs of survivors and in relation to supporting children and young people.

#### **Lead Provider for Safe Refuge Services for Lancashire County Council (LCC) – Yr 1 Developments**

In Year One as lead provider for Lancashire Refuge service, SafeNet have nurtured healthy and productive working relationships with three specialist DA partners, Progress Housing (Leyland & Chorley); Fylde Coast Women's Aid (Fylde and Wyre) and the Liberty Centre (West Lancs, Skelmersdale), leading to a successful first year delivery of the LCC contract, meeting all obligations and KPI's. Under the contract SafeNet committed to deliver an increased number of safe refuge support units, specifically in relation to the development of a much larger accommodation service for Lancaster and Morecombe, and the new service was

## Report of the Directors (Continued)

### **Lead Provider for Safe Refuge Services for Lancashire County Council (LCC) – Yr 1 Developments (continued)**

successfully launched in July 2020. Tracey's Place, named in memory of Tracey Bonnell from Lancaster who was killed by her husband, provides 15 units of safe accommodation for women and children plus a specialist wing – Jane's Place Recovery Wing, for victims and survivors with additional and more complex needs. Further, the previous 6-unit refuge was repurposed as a second stage move-on facility and a 2-unit male victim service for Lancaster was also launched.

### **SafeNet Services to Victims of Domestic Abuse**

#### **Accommodation Based Services**

##### *Safe Accommodation – Communal Refuges*

SafeNet Refuges in Burnley, Pendle, Lancaster, Preston and Rochdale, including Jane's Place a specialist complex needs recover refuge, operated 24 hours a day, respond to emergency referrals from partner agencies, admitting women and their children, and supporting them throughout their stay at the Refuge. The Support Service provides emotional and practical support to enable victims/survivors to move away from abusive relationships and successfully resettle within the community.

##### *Safe Houses – Move On Accommodation Support*

In addition to safe communal refuge accommodation, Safenet deliver safe house accommodation in Burnley, Lancaster and Rochdale which offer second stage move-on facilities for those moving on from refuge but who may not yet be ready for a fully independent resettlement. This year Safenet launched its first safe house in Preston. These are also a safe place for a wider variety of victims who may not be able to access a place in the communal refuge such as families with older male children, married couples, male victims and, on occasion, those with high dependency issues or mental health needs where other safe accommodation cannot be found.

##### *Dedicated Male Victims Safe Houses*

Safenet deliver three specialist dedicated Male Victim Safe Houses, one in Burnley (3 units), one in Lancaster (2 units) and one in Rochdale (2 units), with 7 safe accommodation units for men in total. Both the Lancaster and Rochdale services were launched this year.

#### **Community Based Support Services**

##### *Domestic Violence and Abuse Outreach Service – Bury*

In Year One, as the commissioned provider (since August 2019) of the Domestic Violence and Abuse Outreach Service in Bury, a Covid safe adapted service with staff providing digital and phone support for up to 40 families/victims/survivors in the community at any one time was delivered.

##### *Floating Support Service – Rochdale*

The floating support service in Rochdale, which supports resettlement and community-based casework, as part of the integrated DA service for Rochdale has been delivered this year via a blend of face-to-face and digital formats.

#### **Who and What Safenet 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, culturally 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.

#### **Staff Health and Wellbeing**

SafeNet prioritise health and wellbeing of staff with additional support and wellbeing activities throughout the pandemic.

#### **Development of Organisation and Staff**

Safenet 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.

#### **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.

## Report of the Directors (Continued)

### Achievements and Performance

SafeNet's achieved, on-going or pending targets for 2020-21 are as follows:

#### **Growth Targets 2020 - 2021**

##### **1 To promote a positive, values led domestic abuse support organisation**

- *Achieved* - 50% Employees have lived experience
- *Achieved* - Staff are satisfied with their job role
- *On-going* - Volunteers are happy with the opportunities provided. (Adapted in response to Covid, volunteering curtailed due to Covid-19).

##### **2 Be an organisation that is well led through effective financial management and governance processes**

- *Achieved* -Positive reserves position
- *Achieved* -WAFE rated good with commendations
- *Achieved* -Zero incidents of non-compliance
- *Achieved* -Over 90% of customers are satisfied with the service

##### **3 Maintain and improve existing SafeNet services, delivering high quality inspiring support service and programmes to promote and enable change:**

###### *Stability for company /Services*

- *On-going* - Secure extension of LCC contract to 5 years (currently 3 years) to 2024
- *Achieved* - Secure next round 2020 MHCLG & Ministry of Justice continuation funding to support specialisms
- *Achieved* - Develop and extend provision for male victims and complex needs
- *On-going* - Secure extension of Rochdale Refuge commission (2022)
- *Achieved* - Establish additional accommodation for Covid crisis provision (Rochdale 18 units & Burnley 12 units)
- *On-going* - Maintain and grow community-based support services. (Adapted in response to Covid-19, support in the community curtailed due to Covid-19; floating support and outreach maintained via digital/remote services).

##### **4 Grow SafeNet and extend SafeNet Services in Lancashire and beyond, to support more victims and survivors of abuse**

###### *New Opportunities*

- *Achieved* - Extend Lancaster Service, establish new 20-unit refuge including 5 complex needs units, 6 unit safehouse and a male victim accommodation service by September 2020
- *Achieved* - New 2<sup>nd</sup> stage safehouse established in Rochdale, 20 units

###### *Elevate SafeNet's Profile*

- *Achieved* - significant progress with greater strategic presence as Lead Provider of DA Refuge Services in Lancashire and additional on-line services, social platforms, visits to SafeNet's social media, research collaboration and participation

##### **5 Partnership Work with Key Partners and Stakeholders**

###### *Strategic / Geographical Development*

- *Achieved* - built and strengthening links, paid attention to external relationships and involvement resulting in positive and fruitful relationships with stakeholders, commissioners, funders & partner agencies

###### *Internal Collaboration*

- *Achieved* - worked across the Calico Group at different levels, internal training and key projects
- *Achieved* - Lead and contributed to strategic partnership work, deliver external training to partner, statutory and 3<sup>rd</sup> Sector partners to support multi-agency responses to domestic abuse

##### **6 Focus on staff potential and wellbeing**

###### *Performance & development framework & Leaders Journey*

- *Achieved* - supported staff to achieve their potential and wellbeing; create the best conditions for staff to be focussed, present, motivated and supported

###### *Practice (Clinical) Supervision for all frontline staff*

- *Achieved* - supported and improved wellbeing: Practice (Clinical) Supervision; wellbeing activities

This is Safenet's 10th year as part of Calico, and the partnership has proven immensely beneficial. The company continue to work closely and strategically via shared goals, policies and procedures and work to strengthen its position in relation to existing contracts and future proposals to extend domestic violence and similar support services. Safenet continue to build on the company's success and maintain high standards in its provision of supported housing. Demand for service remains consistently high. Safenet offer an established service based on best practice, providing guidance and inspiration to others in the field.



## Report of the Directors (Continued)

### 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, Safenet has provided high quality supported housing for women, children and men escaping domestic abuse Lancashire and Greater Manchester. Whilst these are the bases, Safenet accept referrals from across the UK as part of a national network of safe refuge services. Demand for services remains consistently high.

Safenet have worked hard to raise funds for additional services, children's services, and to build links with local schools, though identifying funding for additional support for children.

### Employees

SafeNet staff team have been through significant changes during this year, and in many respects the work environment has been significantly impacted by the effects of Covid-19, leading to funding changes, growth, restructuring and increased staff turnover. SafeNet has continued to extend its staff team. Reflecting the company ethos of being 'run by women, for women', the staff team has continued to be women only, though this position is being reviewed in the light of the development of services for male victims. The team is diverse, with a wide range of staff from different backgrounds and with a wide range of 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. The diversity of Safenet employees is 100% (2020:100%) female, 7% who self-identify as disabled, 29% from a BAME background, and 7% LGBTQ.

### Growth Targets 2021 - 2022

#### Plans for Future Periods

Despite the current Covid-19 outbreak, there is no expectation or evidence in the forecasts or the financial performance of the year to date that would suggest the pandemic will have a significant impact on the financial position of the business.

#### Priorities and Targets for 2021 – 2022

Key objectives include:

- Financial health to increase turnover 5% year on year
- Maximising opportunities from the new DA Act 2021 to stabilise and grow DA services
- Developing SafeNet community presence services
- Exploring opportunities for Unrestricted Income
- Staff Development and Wellbeing

### SWAG

SafeNet Women's Advisory Group (SWAG) is a women-only governance sub-group which assists in the governance of SafeNet and champions the priorities of SafeNet Domestic Abuse and Support Services within the Calico Group. SWAG support the vision and objects of SafeNet services; approving SafeNet's key objectives, measures, and targets; budget and key strategies such as for business development and fundraising.

SWAG aims to monitor the quality, effectiveness and outcomes of domestic violence and abuse services across SafeNet; support the vision & key objectives of SafeNet and track progress against agreed targets within the business plan. SWAG receives and scrutinises the budget and other reports from the Director; monitors relevant strategies such as business development and fundraising and also monitors and assists management of company performance via the agreed KPI's.

SWAG work to further domestic abuse initiatives and developments within Calico and support the work of Syncora and Calico Group Board to expand the Safenet response to domestic abuse, to grow the service provision and to provide more safe accommodation to more people who need it. SWAG supports the interests of victims and survivors of domestic abuse accessing Safenet services and whilst the interests will vary from time to time this will include:

- Promoting a gendered understanding of domestic abuse and violence as a cause and consequence of women's inequality within society.
- Promoting service development and quality in line with national best practice, including the Women's Aid National Quality Standards.
- Promoting equality and diversity within the Calico Group and staff teams and ensure accessibility of domestic abuse services to marginalised groups in the community.

### Board

The Board comprises 9 (2020: 11) Non-Executive Directors who are responsible for providing strategy and direction to the Group ensuring synergies and opportunities are maximising the Group's potential and diverse service offering. The Non-Executive Directors are trustees for charity purposes. The Non-Executive Directors who served during the year and up to the date of the signing of these financial statements are listed on page 1.

The Board delegates the day-to-day management and implementation to the Chief Executive and Executive Directors. The Executive Team meet weekly and attend Board meetings.

## Report of the Directors (Continued)

### Board (continued)

Non-Executive Directors are recruited on a skills-based approach ensuring they have the appropriate range of skills, experience and qualities required to provide strategic direction and monitor the Safenet and Syncora performance. The Board met 4 times throughout the year and all meetings were quorate.

New Board Members as part of their induction undergo training on their legal obligations under charity and company law; the content of the Articles of Association; the board and decision-making processes; the business plan and recent financial performance of the charity. The induction programme also covers Safenet and Syncora's strategy purpose, history, aims and objectives.

Syncora has insurance policies that indemnify its Board members and Executive Officers against liability when acting for the Syncora group.

### Conflict Resolution Policy

The Board Members acknowledge that regardless of the number of Boards within the Group upon which they serve, each Group Member is a legal entity in its own right, with its own distinct Board. When taking decisions, the Board Members on each Board are under a duty to act in the best interests of each separate legal entity. The rules of each Group member include appropriate wording to deal with conflicts generally, and also state that merely sitting on the Board of another Group member will not give rise to a conflict. However, in the event that circumstances arise in which the Board Members are unable to independently fulfil their duties to each Group member on which they serve (a Conflict Situation) there is a written procedure which shall be adopted.

### 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.

### NHF Code of Governance

The Syncora Group have adopted the NHF Code of Governance 2015, compliance is reviewed and self-assessed annually.

The Board confirm compliance with the Code for the full year ended 31 March 2021.

Karen Ainsworth has served on the Safenet and Syncora Board for more than 9 years. Whilst this is not in line with best practice the Board feel justified that Karen continues in her role due to the extensive knowledge, experience and skill that she brings to the Boards. This position will be reviewed annually.

In June 2021 the Syncora Board approved the adoption of the 2020 Charity Governance Code for the year ended 31 March 2022. This governance code will apply to all entities within the Syncora Group.

### Reserves Policy

The organisation will attempt to maintain an overall target level which will enable a restructure of the service following any changes to Domestic Abuse service funding, to take advantage of the notice periods on funding arrangements which enables remodeling of the service. The Syncora Reserves Policy aims to keep unrestricted reserves to cover at least two months of variable expenditure to cover costs that are not contract related or where there is no notice of changes. The current level of free reserves is £250,000 (2020: £190,000). This is a calculation of the unrestricted funds less the tangible fixed assets. There is no designated future spend. The targeted reserves level is £26,000. Current level of unrestricted reserves is sufficient. However, reserves are also built up to enable investment in accommodation to grow and expand the service. This will be over and above those reserves represented by fixed assets within the charity's balance sheet.

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

### 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).

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 Directors 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.



## Report of the Directors (Continued)

### Statement of Directors' Responsibilities (continued)

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 the 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.

### Covid-19

Despite the current Covid-19 outbreak, there is no expectation or evidence in the forecasts or the financial performance of the year to date that would suggest the pandemic will have a significant impact on the financial position of the business.

The Syncora Group have been undertaking regular forecast updates in each of its entities to help mitigate unexpected risks. Although the long-term effects of the Pandemic are still largely uncertain, adding in this additional exercise allows the Board to identify any potential future changes to the business.

### Going Concern

The Calico Group Board is confident that SafeNet Domestic Abuse and Support Services Ltd ("SafeNet") remains a Going Concern for the following reasons:

- Following the third lockdown announcement in January 2021 the Group Board continued its Business Continuity arrangements, which meant that all services within SafeNet that were able to be delivered safely were able to continue. These included services required by and provided to vulnerable tenants, extra services required to allow for government compliance, additional income provided from local councils to cover costs for extra safehouses and staff to cover this. The lockdown restrictions ceased in July 2021.
- At 31 March 2021, following a surplus of £67,000 (2020: £10,000) SafeNet had net assets of £1.256m (2020: £1.189m).
- SafeNet are forecasting positive cash flows and a future profitable performance.

The Board confirms it has a reasonable expectation that the organisation and subsidiaries have adequate resources to continue in operational existence for the foreseeable future. Accordingly, it continues to adopt the going concern basis in preparing the financial statements.

### Auditor

The directors will be carrying out a tender process in respect of the auditor appointment for the next financial period.

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

Stephen Aggett

**Company Secretary**

14 September 2021

For the year ended 31 March 2021

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

### **Opinion**

We have audited the financial statements of Safenet Domestic Abuse and Support Services Limited "the charitable company" for the year ended 31 March 2021 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 "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 2021 and of its incoming resources and application of resources 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

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

### **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors (who are also the trustees for charity purposes) 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 directors' 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 directors' report have been prepared in accordance with applicable legal requirements.

## **Independent Auditor's Report to the Members of SafeNet Domestic Abuse and Support Services Ltd (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 directors' 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:

- In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report; or
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Directors 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 Directors' Report and from the requirement to prepare a strategic report.

### **Responsibilities of directors**

As explained more fully in the Directors Responsibilities Statement set out on pages 6-7, the Directors (who are also the trustees for charity purposes) 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 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 directors 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.

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

### **The extent to which the audit was considered capable of detecting irregularities including fraud**

*Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:*

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the computer component manufacturing and supply sector.
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, the Charities Act 2011, and taxation legislation.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence.
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

### The extent to which the audit was considered capable of detecting irregularities including fraud (continued)

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- tested journal entries to identify unusual transactions.
- assessed whether judgements and assumptions made in determining the accounting estimates set out in [Note 1] were indicative of potential bias.
- investigated the rationale behind significant or unusual transactions.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

### Use of 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.

Lee Cartwright (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: 24 September 2021

## Statement of Financial Activities

For the year ended 31 March 2021

	Note	Total Unrestricted Funds 2021 £'000	Total General Restricted Funds 2021 £'000	Total Restricted Fixed Asset Funds 2021 £'000	Total Funds 2021 £'000	Total Funds 2020 £'000
<b>Income</b>						
Donations and legacies	2	30	-	-	30	20
Income from investments	3	-	-	-	-	1
		<u>30</u>	<u>-</u>	<u>-</u>	<u>30</u>	<u>21</u>
<i>Income from Charitable activities</i>	4	3,875	640	-	4,515	3,291
<b>Total income</b>		<u><u>3,905</u></u>	<u><u>640</u></u>	<u><u>-</u></u>	<u><u>4,545</u></u>	<u><u>3,312</u></u>
<b>Expenditure</b>						
<i>Expenditure on Charitable activities</i>	5	3,834	644	-	4,478	3,302
<b>Total expenditure</b>		<u><u>3,834</u></u>	<u><u>644</u></u>	<u><u>-</u></u>	<u><u>4,478</u></u>	<u><u>3,202</u></u>
<b>Net income/(expenditure) for the year</b>		<b>71</b>	<b>(4)</b>	<b>-</b>	<b>67</b>	<b>10</b>
Gross Transfers between funds	13	4	-	(4)	-	-
<b>Net movement in funds</b>		<b>75</b>	<b>(4)</b>	<b>(4)</b>	<b>67</b>	<b>10</b>
Funds Brought Forward at 1 April 2020		<u>1,013</u>	<u>36</u>	<u>140</u>	<u>1,189</u>	<u>1,179</u>
<b>Funds Carried Forward at 31 March 2021</b>	13	<u><u><b>1,088</b></u></u>	<u><u><b>32</b></u></u>	<u><u><b>136</b></u></u>	<u><u><b>1,256</b></u></u>	<u><u><b>1,189</b></u></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 2021

	Note	2021 £'000	2020 £'000
<b>Fixed assets</b>			
Tangible fixed assets	9	838	823
<b>Current assets</b>			
Debtors	10	437	423
Cash at bank and in hand		<u>329</u>	<u>248</u>
		766	671
<b>Creditors:</b> amounts falling due within one year	11	<u>348</u>	<u>305</u>
<b>Net current assets</b>		<u>418</u>	<u>366</u>
<b>Net assets</b>		<u><u>1,256</u></u>	<u><u>1,189</u></u>
<b>FUNDS</b>			
<b>Unrestricted funds</b>			
General Unrestricted Funds	13	1,088	1,013
<b>Restricted funds</b>			
Fixed asset Restricted Fund	13	136	140
General Restricted Fund	13	32	36
<b>Total Funds</b>		<u><u>1,256</u></u>	<u><u>1,189</u></u>

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

The financial statements on pages 11 to 19 were approved by the Directors and authorised for issue on 14 September 2021 and signed on its behalf by:

Stephen Aggett  
**Company Secretary**  
 14 September 2021  
 For the year ended 31 March 2021



## Notes to the Financial Statements

### 1. Accounting Policies

#### Basis of Preparation

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) (Updated 1 January 2019) (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. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

#### Going Concern

The Calico Group Board is confident that SafeNet Domestic Abuse and Support Services Ltd ("SafeNet") remains a Going Concern for the following reasons:

- Following the third lockdown announcement in January 2021 the Group Board continued its Business Continuity arrangements, which meant that all services within SafeNet that were able to be delivered safely were able to continue. These included services required by and provided to vulnerable tenants, extra services required to allow for government compliance, additional income provided from local councils to cover costs for extra safehouses and staff to cover this. The lockdown restrictions ceased in July 2021.
- At 31 March 2021, following a surplus of £67k (2020: £10k) SafeNet had net assets of £1,256k (2020: £1,189k).
- SafeNet are forecasting positive cash flows and a future profitable performance.

The Board confirms it has a reasonable expectation that the organisation and subsidiaries have adequate resources to continue in operational existence for the foreseeable future. Accordingly, it continues to adopt the going concern basis in preparing the financial statements.

#### 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.

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.

##### 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.

## Notes to the Financial Statements (continued)

### 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.

#### 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.

#### 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.

## Notes to the Financial Statements (continued)

### 2. Donations and Legacies

	2021 £'000	2020 £'000
Donations and similar incoming resources	30	20
	<u>30</u>	<u>20</u>

### 3. Income from Investments

	2021 £'000	2020 £'000
Bank interest receivable	-	1
	<u>-</u>	<u>1</u>

### 4. Income from Charitable Activities

	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000	Total Funds 2020 £'000
Support contracts	1,680	640	2,320	1,491
Contributions in respect of tenants	2,193	-	2,193	1,794
Training fees	2	-	2	6
	<u>3,875</u>	<u>640</u>	<u>4,515</u>	<u>3,291</u>

### 5. Analysis of Charitable Expenditure

	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total 2021 £'000	Total 2020 £'000
Direct Costs:				
Staff Costs	2,083	632	2,715	2,149
Other Direct Costs	1,751	12	1,763	1,153
	<u>3,834</u>	<u>644</u>	<u>4,478</u>	<u>3,302</u>

### 6. Net Incoming Resources

Net incoming resources are stated after charging:

	Note	2021 £'000	2020 £'000
Auditors Remuneration		5	4
Depreciation of tangible fixed assets	9	49	42
Operating lease costs: other	15	437	160
		<u>491</u>	<u>206</u>

## Notes to the Financial Statements (continued)

### 7. Employees

	<b>2021</b>	<b>2020</b>
	£'000	£'000
Staff costs:		
Salaries and wages	2,458	1,949
Social security costs	190	143
Other pension costs	67	57
	<u>2,715</u>	<u>2,149</u>

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

	<b>2021</b>	<b>2020</b>
	Number	Number
Direct charitable activities	119	100
Management and administration of the charity	24	23
	<u>143</u>	<u>123</u>
Number of Full Time Equivalent Employees	<u>91</u>	<u>74</u>

### 8. Key Management Personnel Remuneration

	<b>2021</b>	<b>2020</b>
	£'000	£'000
The aggregate emoluments paid to or receivable by non-executive Directors	38	42
The aggregate emoluments paid to or receivable by executive officers	139	65
The emoluments paid to the highest paid executive officer excluding pension contributions	73	62
Pension cost for executive officers	3	3
The aggregate amount of any consideration payable to / (receivable from) third parties for making available the services of non-executive Directors	<u>(28)</u>	<u>(31)</u>
Total key management personnel remuneration	149	76

The Managing Director is a member of the defined contribution Social Housing Pension Scheme. She is an ordinary member of the pension scheme and no enhanced or special terms apply. The Company does not make any further contribution to an individual pension arrangement for the Managing Director.

Two employee earned over £60,000 per annum. (2020: 1)

Aggregate number of full-time equivalent staff whose remuneration (basic salary, benefits in kind, employer's pension contributions and compensation for loss of office) exceeded £60,000 in the period:

	<b>2021</b>	<b>2020</b>
	Number	Number
£60,000 to £70,000	1	1
£70,000 to £80,000	1	-
£80,000 to £90,000	<u>-</u>	<u>-</u>

#### Directors' emoluments

Directors are members of the Syncora Limited Board a holding company with a common board for each of its subsidiaries, which are SafeNet, Acorn, Delphi Medical and Delphi Consultants, and Calico Enterprise. These members received a total remuneration of £38,000 in 2021 (2020: £42,000).

The Syncora Board receive an annual allowance. The Chair receives £6,000 and all other Board members £3,500.

## Notes to the Financial Statements (continued)

### 9. Tangible Fixed Assets

	Freehold Property	Leasehold Improvements	Computer Equipment	Fixtures & Fittings	Total
<i>Cost</i>	£'000	£'000	£'000	£'000	£'000
As at 31 March 2020	635	165	164	248	1,212
Additions	-	-	32	32	64
As at 31 March 2021	<u>635</u>	<u>165</u>	<u>196</u>	<u>280</u>	<u>1,276</u>
<i>Depreciation</i>					
As at 31 March 2020	55	49	135	150	389
Charge for period	8	3	19	19	49
As at 31 March 2021	<u>63</u>	<u>52</u>	<u>154</u>	<u>169</u>	<u>438</u>
<b>Net Book Value</b>					
<b>31 March 2021</b>	<u>572</u>	<u>113</u>	<u>42</u>	<u>111</u>	<u>838</u>
31 March 2020	580	116	29	98	823

### 10. Debtors

	2021 £'000	2020 £'000
Trade Debtors	318	238
Intercompany Balance	88	78
Prepayments & Accrued Income	31	107
	<u>437</u>	<u>423</u>

### 11. Creditors: amounts falling due within one year

	2021 £'000	2020 £'000
Trade Creditors	30	49
Salary Control	18	-
Deferred Income	134	98
Accruals	46	63
Intercompany Balances	120	95
	<u>348</u>	<u>305</u>

### 12. Analysis of net assets between funds

	General Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000	Total Funds 2020 £'000
Tangible Fixed assets (Note 9)	702	136	838	823
Net Current assets	386	32	418	366
<b>Net movement in funds</b>	<u>1,088</u>	<u>168</u>	<u>1,256</u>	<u>1,189</u>

## Notes to the Financial Statements (continued)

### 13. Movements in funds

	At 31 March 2020	Incoming Resources	Outgoing resources	Transfers	At 31 March 2021
	£'000	£'000	£'000	£'000	£'000
General Unrestricted Funds	1,013	3,905	3,834	4	1,088
Fixed Asset Restricted Fund	140	-	-	(4)	136
General Restricted Funds	36	640	644	-	32
<b>Total funds</b>	<b>1,189</b>	<b>4,545</b>	<b>4,478</b>	<b>-</b>	<b>1,256</b>

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.

#### General Restricted Funds

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

Funding Source	Project	Total at 31 March 2020 £'000	Income £'000	Expenditure £'000	Transfer £'000	Total at 31 March 2021 £'000
BBC Children in Need	Domestic Violence Children's Workers	14	31	(45)	-	-
Blackpool City Council	Independent Domestic Violence Advisors	17	84	(74)	-	27
CIF Social Investment Fund		5	-	-	-	5
Lancashire County Council	MHCLG	-	423	(423)	-	-
Francis C Scott	Lancaster Children Worker	-	18	(18)	-	-
Big Lottery	Support Workers	-	84	(84)	-	-
		<b>36</b>	<b>640</b>	<b>(644)</b>	<b>-</b>	<b>32</b>

### 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:

	2021 £'000	2020 £'000
Land and buildings:		
Within one year	437	164
More than one year	231	-



## Notes to the Financial Statements (continued)

### 16. Parent Undertaking

The Company is a subsidiary of Syncora Limited, a not for profit, non-charitable company limited by guarantee, registered in England and Wales.

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

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

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

No other accounts include the results of the charity.

### 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.

**Syncora Limited ("Syncora")**, the parent company of Safenet Domestic Abuse and Support Services Ltd. Directors are members of the Syncora Limited Board a holding company with a common board for each of its subsidiaries, which are SafeNet, Acorn, Delphi Medical and Delphi Medical Consultants, and Calico Enterprise. These members received a total remuneration of £38,000 in 2021 (2020: £42,000).

During the year, Syncora recharged overhead costs to Safenet amounting to £20,000 (2020: £14,000).

At 31 March 2021, the company owed Syncora £2,000 (2020: £1,000)

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

During the year, Homes recharged rents amounting to £267,000 (2020: £303,000) and office costs amounting to £150,000 (2020: £113,000).

At 31 March 2021, the company owed Homes £97,000 (2020: £91,000).

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

During the year, Enterprise supplied furniture amounting to £18,000 (2020: £4,000).

At 31 March 2021, the company owed Enterprise £21,000 (2020: £3,000).

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

At 31 March 2021, Acorn owed the company £88,000 (2020: £78,000).