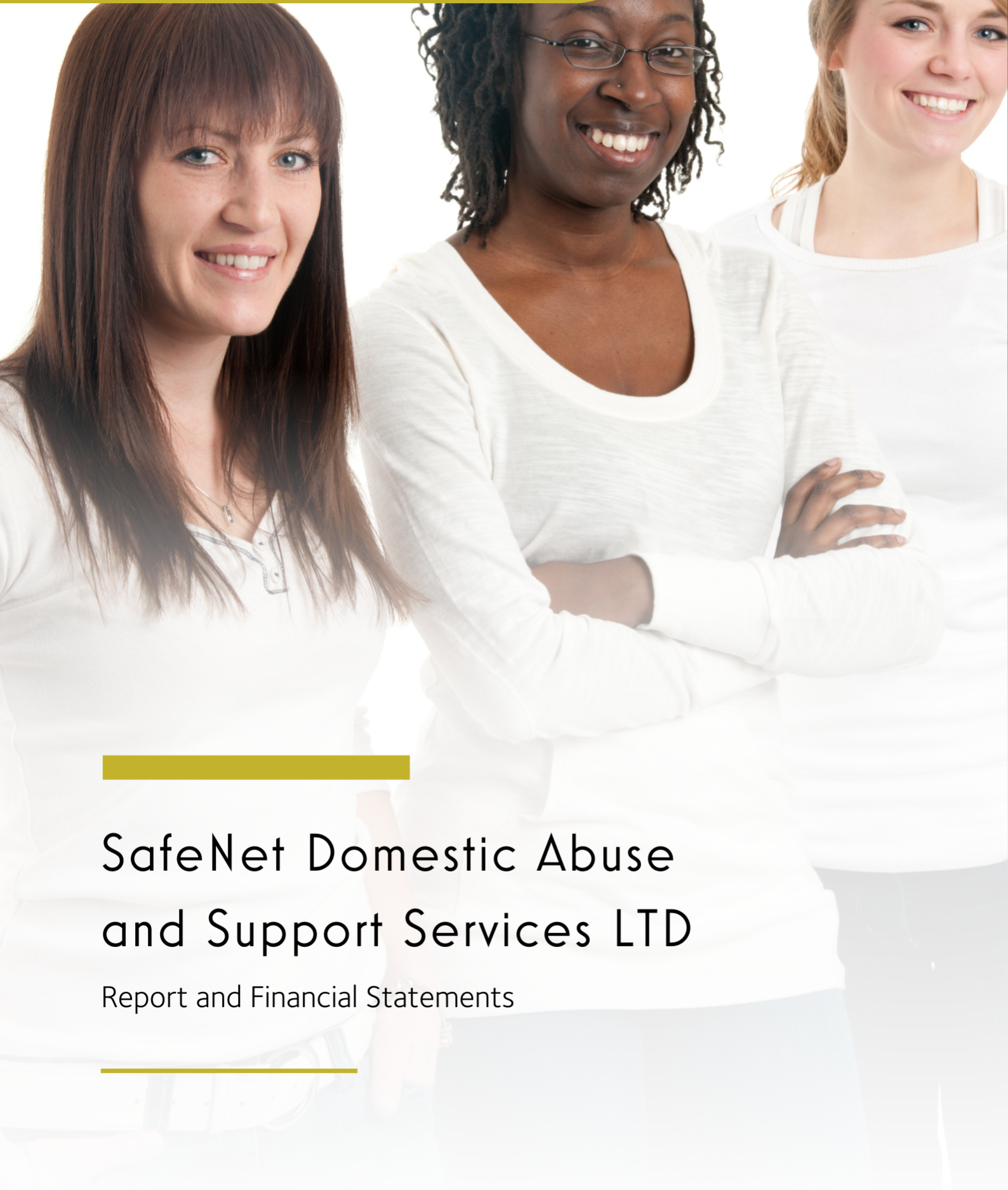


Company number: O3860803

Charity number: IO91544



SafeNet Domestic Abuse and Support Services LTD

Report and Financial Statements

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Directors, Executive Officers, Advisors and Bankers

Board Directors

Karen Ainsworth (Chair)
Sharon Livesey (Vice Chair)
Sallie Bridgen (appointed 23 July 2021)
Grahame Elliott CBE (Resigned 6 December 2021)
Andrew Henderson
Richard Jones CBE
Mushtaq Khan
Lynn McCracken (resigned 28 April 2021)
Susan Moore (appointed 23 July 2021)
Joanne Peters (appointed 25 March 2022)
Kelly Shaw

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

3860803

Charity Number

1091544

External Auditor

Crowe U.K. LLP
The Lexicon
Mount Street
Manchester
M2 5NT

Solicitor

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

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

Bankers

National Westminster Bank
6th Floor
1 Spinningfields Square
M3 3AP

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 2022 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.

Structure, Governance and Management

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.

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"). This arrangement was made to enhance continued growth by integrating service and company offers and enabling competition with larger scale 'lead' providers.

Public Benefit

The Directors have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing aims and objectives and in planning the company's future activities. In particular, the Directors consider how planned activities will contribute to the aims and objectives that have been set.

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

Objectives and Activities

SafeNet provides temporary emergency safe accommodation and community-based support services to women, children and men experiencing domestic abuse.

Fundraising Practices

The charity had no fundraising activities requiring disclosure under s162A of the Charities Act 2011.

SafeNet Aims

As part of the Calico Group our purpose is to "make a real difference to peoples' lives" and at SafeNet, and do this by 'empowering survivors to live a life free from domestic violence and abuse'

SafeNet Vision and Mission:

Through inclusive, ethical, trauma-informed approaches, we support survivors every-day, working to prevent domestic violence and to support recovery from abuse.

Survivors come from all walks of life, and so do we. Our lived experience is crucial to our values, knowledge and delivery, enhancing our empathy and compassion.

SafeNet raise awareness and work collaboratively to deliver specialist support services so that women and children; men and trans/non-binary survivors can live increasingly positive, safer and healthier lives, and so that the communities and neighbourhoods become safe spaces for every one.

Principal Activities - SafeNet Services to Survivors of Domestic Abuse

SafeNet's principal activity is the provision of safe accommodation spaces and community based support for women and children escaping violence and abuse. SafeNet continue to increase the number of safe supported units available to meet demand in the North West, which is far higher than the number of safe accommodation spaces available.

Safe Accommodation –24 hr Staffed Communal Refuges

SafeNet Refuges in Burnley, Pendle, Lancaster, Preston and Rochdale, including Jane's Place, a specialist complex needs recovery service in Burnley and Lancaster, operate 24 hours a day, respond to emergency self-referrals and referrals from partner agencies, admitting women and their children, and supporting them throughout their stay in refuge. The 24 hr on-site support service provides emotional and practical support to enable victims/survivors to move away from abusive relationships and resettle safely in the community.

2nd Stage Accommodation and Safe Houses – Move On Accommodation with Support

In addition to safe communal refuge accommodation, SafeNet deliver 2nd stage accommodation and safe houses in Burnley, Lancaster, Preston and Rochdale which offer move-on facilities for those moving on from 24 hr support in refuge services but who may not yet be ready for a fully independent living. These also offer a safe place with regular daily/weekly support as appropriate. They are suitable for a wider range of survivors who may not be suited to communal refuge living such as families with older male children, married couples, male survivors and their children and, on occasion, those with more complex needs.

Report of the Directors (Continued)

Principal Activities - SafeNet Services to Survivors of Domestic Abuse (continued)

Dedicated Safe Accommodation for Male Survivors

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), 7 safehouse accommodation units for men in total.

Community Based Support Services SafeNet deliver a range of non-accommodation support services in communities across Lancashire and Greater Manchester and are commissioned by LA's to deliver Community Outreach Services in Bury since 2019 and in Rochdale since 2017. This work includes on-going casework support of survivors living in the community plus resettlement work as part of integrated services via a blend of face-to-face and digital/tech formats. In 21/22, SafeNet have been commissioned as Lead Provider for the community based 'Safe at Home' support service under the Lancashire Refuges commission, delivering support to survivors in the community to stay safe in the community.

CYP Health Relationships Lancashire Schools SafeNet are Lead Provider delivering preventative domestic abuse programmes promoting and supporting safe and healthy relationships to children and young people across Lancashire schools alongside specialist DA partner agencies.

SafeNet Inclusive Support Activities

SafeNet Accommodation and Community Based Services support women, children and men who have:

- additional and complex needs (mental ill-health, sensory or mobility support needs, learning disabilities, self-harming behaviours, substance and dependency issues, sexual and reproductive health, trafficked, groomed and exploited women and children).
- specialist and/or culturally and faith support needs – for minority ethnic women and children to overcome language barriers and support different lifestyles and cultures
- specialist children and young people's needs- therapeutic services to children who are resident in the refuge, and those in the community which meet their emotional, psychological, physical safety and support needs plus social and educational developmental needs

Individual and group work with children is designed to:

- support emotional health needs and recovery from abuse
- 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 in separate men's dedicated accommodation and community-based support services.

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.

Staff Health and Wellbeing

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

Volunteers

SafeNet paused volunteering in accommodation and community based services over the pandemic to reduce footfall and risk, and are currently looking to reintroduce volunteering opportunities in appropriate service areas.

Key objectives

SafeNet's Key objectives for 2021/22 included:

- Financial health, to increase turnover by 5% year on year
- Maximising opportunities from the new DA Act 2021 to stabilise and grow Lancashire DA services
- Developing SafeNet Community Presence
- Exploring opportunities for Unrestricted Income
- Staff Development and Wellbeing
- Covid safe services for staff and residents/customers

Report of the Directors (Continued)

Achievements and Performance

Key Achievements in 2021/22 included:

- **ACHIEVED Financial health, to increase turnover by 5% year on year**
In 2021/22, SafeNet achieved over 19% increase in turnover, from £4.545 million in 20/21 to £5.437 million in 21/22, an increase of £0.892m.
- **ACHIEVED Maximising opportunities from the new Domestic Abuse Act 2021 to stabilise and grow Lancashire DA services** The DA Act 2021 placed a statutory funding duty on all LA's to support safe accommodation for DA victims and survivors. SafeNet prioritised securing sufficient Pt 4 funding to sustain and enhance all existing contracted services and worked successfully with commissioners during 2021-22 to shape and secure future additional services. Achievements include:
 - a 26% uplift to the previous MHCLG salary costs creating income to support additional management capacity (Deputy out-of-hours) in the 3 largest refuges in Lancashire, Burnley, Preston, and Lancaster and also at Rochdale refuge.
 - Lead Provider status to deliver LCC & OPCC Healthy Relationships programmes to CYP in Lancashire schools with specialist delivery partners noted above plus HARV (Hyndburn) and Be Free (Pendle area).
 - developing an 8 unit county wide 24hr Men's Safe Accommodation Service for single male survivors.
 - commissioned by Burnley and Pendle Borough Council Housing and Community Safety Leads to deliver new housing and tenancy access support service to survivors of domestic abuse funded by the District Council allocation of DA Act Pt 4 'Burden's' fund.
- **ACHIEVED Develop in Greater Manchester, tender for new services in Bury and Oldham and re-tender for services in Rochdale** SafeNet achieved our aims to grown significantly in Greater Manchester:
 - BURY Awarded and began delivering the Bury IDVA high risk support service commission
 - BURY Awarded and began delivering the new Bury Safe Accommodation Service Contract (20 units, mixed refuge and smaller/safehouse units)
 - OLDHAM Awarded the Oldham Safe Accommodation Service Contract (25 units, 17 refuge and 8 2nd stage move on units)
 - ROCHDALE Re-Awarded/Extended commission for safe accommodation services in Rochdale
 - ROCHDALE Enhanced funding for a Rochdale Complex Needs (5 Units) Service and 24 hr staffing at Park Court (mixed move on and complex needs accommodation)
- **ACHIEVED Developing SafeNet Community Presence** Yr 1 of Lead Provider status for a new county-wide Community Outreach 'Safe at Home' Service delivered alongside specialist delivery partners
- **PARTLY ACHIEVED Exploring opportunities for Unrestricted Income** Develop new fundraising strategy; corporate supporters scheme and fundraising packs.
- **ACHIEVED Staff Development and Wellbeing** high focus on staff wellbeing including:
 - groupwork 'reconnect sessions' for teams following Covid
 - staff listening groups
 - clear structure, performance and development framework
 - practice supervision for all frontline staff
- **ACHIEVED Covid-19 Safe Services** SafeNet continued to prioritise safe DA services, and the impacts of the delta variant remained high throughout Q1, Q2 and Q3 with high numbers of positive cases in staff teams and throughout services and society. We continued to adapt to meet the changing needs of survivors as the pandemic continued. 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.

This is Safenet's 11th 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.

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.

Report of the Directors (Continued)

Employees

Safenet due to the focus of their services employ a 100% female workforce. In 22/23 Safenet are broadening their service offer to include male refuge services. The diversity within Safenet is 0% (2021: 0%) male, 100% (2021: 100%) female, 9% (2021: 7%) who self-identify as disabled, 6% who self-identify as LGBTQ (2021: 7%) and 29% (2020: 29%) from a BAME background.

The Board

The Board comprises 9 (2021: 9) 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.

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.

In order to operate effectively and ensure appropriate governance in business-critical areas the Board has delegated authority to two Group Committees.

Group Audit & Assurance Committee

The Group Audit & Assurance Committee met 4 times during the year. The Committee is responsible for reviewing the Calico Group's risk management framework and reports to the Board on the effectiveness of the Company's internal control arrangements. The Committee also review and consider the Calico Groups compliance with regulatory and legal requirements. The Committee addresses internal and external control issues, considering the scope of work of both internal and external audit activities including their appointments. It also considers the financial statements and recommends their approval to the Board.

Remuneration Committee

The Group Remuneration Committee met 4 times during the year. The Committee advises the Board on Non-executive member recruitment and remuneration and the appointment and remuneration of the Chief Executive and Executive Directors, taking independent advice and using consultants as necessary. The committee also sets the objectives for the Chief Executive and reviews performance against those objectives.

Pensions

Executive Directors and senior leadership are eligible to join the Social Housing Pension Scheme. The Executive Officers participate in the scheme on the same terms as all other eligible staff. Full details of the scheme are given in note 7 to the financial statements.

Principal Risks and Uncertainties

Regular reporting on control issues provides assurance to successive levels of management and to the Board. It is supplemented by regular reviews by internal audit that provide independent assurance to the Board. The arrangement for review includes a rigorous procedure which is monitored internally and ensures corrective action is taken in relation to any significant control issues. The business has implemented a programme of control and risk self-assessment and is further embedding this at different levels of the organisation, which will continue to strengthen each business areas' control arrangements.

Utilising this approach the Safenet business has identified the following risks to the successful achievement of the objectives:

- Government Policy changes
- Stability and Sustainability of Key Contracts
- Regulatory and legislative compliance
- Health and Safety
- Robust Forecasting
- Income Management
- Capacity for Growth
- Staff retention
- COVID 19

Report of the Directors (Continued)

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 Acorn's exposure to the major risks.

Plans for future periods

Following numerous successful tenders in 2021/22 and rapid growth, SafeNet plan a period of consolidation and stability in which we will focus on delivering both new and existing services to high standards and ensure excellent performance so that ultimately all survivors receive the best possible support. We will continue to pay attention to the health and wellbeing of staff as we emerge from the worldwide pandemic and face the challenges of the changed workplace environment. We face the on-going impacts of the pandemic, the difficult economic climate and other external pressures with a view toward continued growth where and when appropriate.

Key objectives include:

- Financial health to increase turnover 5% year on year
- Establish, embed and deliver Yr 1 of the new service operations/contracts awarded under the new DA Act 2021 to stabilise SafeNet following a period of rapid growth
- Develop and enhance SafeNet services, including focus on equality, diversity and inclusion for service users
- A Whole Organisation Approach to Trauma Informed Services
- Staff Development and Wellbeing including focus on equality, diversity and inclusion
- Review of SafeNet Women's Advisory Group (SWAG) membership

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.

Charity Code of Governance

In 2021, the Board approved that Syncora and its subsidiaries will adopt the 2020 Charity Governance Code for the year ended 31 March 2022. Group companies have been working towards full compliance with the relevant Code by 31 March 2022.

The Board confirm compliance with the Code for the full year ended 31 March 2022. The Board have agreed areas of further focus to develop in 2022 focussing on Safeguarding, Equality, Diversity and Inclusion, and Customer Voice.

Group Board member Grahame Elliott and Syncora Board member Karen Ainsworth have served on the Boards of subsidiaries, Acorn Recovery Projects and Safenet Domestic Abuse and Support Services Ltd respectively, for over 9 years. While this is not in line with best practice the Board and Audit & Assurance Committee agreed that for 21/22 Grahame and Karen continued in their role due to the extensive knowledge, experience and skill that they bring to the Boards. Karen will be stepping down from the Board in 22/23 and all Board terms will remain to be reviewed on an annual basis.

Reserves Policy

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 £494,000 (2021: £250,000). This is a calculation of the unrestricted funds less the tangible & intangible fixed assets. We have not designated anything for essential future spending. The targeted free reserves level is £20,000.

The Directors will monitor and review the level of reserves annually, in line with guidance issued by the Charity Commission. As a result of this, we do not have to retain large reserves and the current level of unrestricted reserves is sufficient for this. 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.

Report of the Directors (Continued)

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:

- 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 2022, following a surplus of £258,000 (2021: £67,000) SafeNet had net assets of £1.541m (2021: £1.256m).
- SafeNet are forecasting positive cash flows and a future profitable performance and have secured a number of contracts across Lancashire and Greater Manchester commencing 22/23, increasing turnover by over 35%.

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.

Statement of Directors' Responsibilities in respect of the Annual Report & Financial Statements

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.

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 Board, 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 the auditors are unaware. Each of the Board members have confirmed that they have taken all the 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 auditors

Auditor

Crowe U.K. LLP were appointed as auditors in November 2021, following a tender process, for a period of 3 years with an option for a further 2 years.

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

Stephen Aggett

Company Secretary

Date: 5 September 2022

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 Ltd for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Statement of Financial Position and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' 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 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 Ltd (continued)

Matters on which we are required to report by exception

In 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 included within the trustees' report.

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

- adequate accounting records have not been kept; or
- 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 exemption in preparing the trustees' 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.

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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, Charities Act 2011 and employment tax legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and completeness of income. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals and reviewing accounting estimates for biases. Our audit approach for income was to being our testing from source documentation such as grant and contract agreements.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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. This description forms part of our auditor's report.

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

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.

Vicky Szulist
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Manchester
Date: 30 September 2022

Statement of Financial Activities

For the year ended 31 March 2022

	Note	Total Unrestricted Funds	Total General Restricted Funds	Total Restricted Fixed Asset Funds	Total Funds	Total Funds
		2022	2022	2022	2022	2021
		£'000	£'000	£'000	£'000	£'000
Income						
Donations and legacies	2	88	-	-	88	30
Income from investments	3	-	-	-	-	-
		88	-	-	88	30
<i>Income from Charitable activities</i>	4	4,257	1,092	-	5,349	4,515
Total income		4,345	1,092	-	5,437	4,545
Expenditure						
<i>Expenditure on Charitable activities</i>	5	4,055	1,124	-	5,179	4,478
Total expenditure		4,055	1,124	-	5,179	4,478
Net income/(expenditure) for the year		290	(32)	-	258	67
Gross Transfers between funds	14	4	-	(4)	-	-
Net movement in funds		294	(32)	(4)	258	67
Funds Brought Forward at 1 April 2021		1,088	32	136	1,256	1,189
Funds Carried Forward at 31 March 2022	14	1,382	-	132	1,514	1,256

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 20 form part of the accounts.

Statement of Financial Position

At 31 March 2022

	Note	2022	2021
		£'000	£'000
Fixed assets			
Tangible fixed assets	9	888	838
Current assets			
Debtors	10	566	437
Cash at bank and in hand		965	329
		1,531	766
Creditors: amounts falling due within one year	11	905	348
Net current assets		626	418
Net assets		1,514	1,256
FUNDS			
Unrestricted funds			
General Unrestricted Funds	14	1,382	1,088
Restricted funds			
Fixed asset Restricted Fund	14	132	136
General Restricted Fund	14	-	32
Total Funds		1,514	1,256

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 20 were approved by the Directors and authorised for issue on 5 September 2022 and signed on its behalf by:

Stephen Aggett
Company Secretary
Date: 5 September 2022
For the year ended 31 March 2022

Notes to the Financial Statements

SafeNet Domestic Abuse and Support Services Ltd is registered with the Charities Commission in England and Wales and is a private company limited by guarantee. The company's principal activity is the provision of temporary emergency safe accommodation and community-based support services to women, children and men experiencing domestic abuse. The registered office is Centenary Court, Croft Street, Burnley, Lancashire, BB11 2ED.

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:

- 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 2022, following a surplus of £258,000 (2021: £67,000) SafeNet had net assets of £1.541m (2021: £1.256m).
- SafeNet are forecasting positive cash flows and a future profitable performance and have secured a number of contracts across Lancashire and Greater Manchester commencing 22/23, increasing turnover by over 35%.

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.

Notes to the Financial Statements (continued)

1. Accounting Policies (continued)

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.

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 years
Computers and office equipment	5 years

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

	2022	2021
	£'000	£'000
Donations and similar incoming resources	88	30
	<u>88</u>	<u>30</u>

3. Income from Investments

	2022	2021
	£'000	£'000
Bank interest receivable	-	-
	<u>-</u>	<u>-</u>

4. Income from Charitable Activities

	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022	Unrestricted Funds 2021	Restricted Funds 2021	Total Funds 2021
	£'000	£'000	£'000	£'000	£'000	£'000
Support contracts	1,956	1,092	3,048	1,680	640	2,320
Contributions in respect of tenants	2,301	-	2,301	2,193	-	2,193
Training fees	-	-	-	2	-	2
	<u>4,257</u>	<u>1,092</u>	<u>5,349</u>	<u>3,875</u>	<u>640</u>	<u>4,515</u>

5. Analysis of Charitable Expenditure

	Unrestricted Funds 2022	Restricted Funds 2022	Total 2022	Unrestricted Funds 2021	Restricted Funds 2021	Total 2021
	£'000	£'000	£'000	£'000	£'000	£'000
Direct Costs:						
Staff Costs	2,156	853	3,009	2,083	632	2,715
Other Direct Costs	1,891	271	2,162	1,751	12	1,758
Support Costs:						
External Audit Fee	7	-	7	5	-	5
Legal Costs	1	-	1	-	-	-
	<u>4,055</u>	<u>1,124</u>	<u>5,179</u>	<u>3,829</u>	<u>644</u>	<u>4,478</u>

6. Net Incoming Resources

Net incoming resources are stated after charging:

	Note	2022	2021
		£'000	£'000
Auditors Remuneration		7	-
Depreciation of tangible fixed assets	9	47	49
Operating lease costs: other	15	316	437
		<u>370</u>	<u>496</u>

Notes to the Financial Statements (continued)

7. Employees

	2022	2021
	£'000	£'000
Staff costs:		
Salaries and wages	2,738	2,458
Social security costs	201	190
Other pension costs	70	67
	<u>3,009</u>	<u>2,715</u>

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

	2022	2021
	Number	Number
Direct charitable activities	119	119
Management and administration of the charity	28	24
	<u>147</u>	<u>143</u>
Number of Full Time Equivalent Employees	<u>88</u>	<u>91</u>

Pension obligations

The company participates in stakeholder pension schemes with Social Housing Pension Scheme ("SHPS"), Aviva, Lancashire Government Pension Scheme ("LGPS") and Friends Provident.

8. Key Management Personnel Remuneration

	2022	2021
	£'000	£'000
The aggregate emoluments paid to or receivable by non-executive Directors	33	38
The aggregate emoluments paid to or receivable by executive officers	140	139
The emoluments paid to the highest paid executive officer excluding pension contributions	77	73
Pension cost for executive officers	6	3
The aggregate amount of any consideration payable to / (receivable from) third parties for making available the services of non-executive Directors	(25)	(28)
Total key management personnel remuneration	<u>148</u>	<u>149</u>

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.

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:

	2022	2021
	Number	Number
£60,000 to £70,000	1	1
£70,000 to £80,000	1	1

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 and Calico Enterprise. These members received a total remuneration of £33,000 in 2021 (2021: £38,000).

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 2021	635	165	196	280	1,276
Additions	-	-	45	52	97
Disposals	-	-	(144)	(100)	(244)
As at 31 March 2022	635	165	97	232	1,129
<i>Depreciation</i>					
As at 31 March 2021	63	52	154	169	438
Charge for period	8	3	17	19	47
Disposals	-	-	(144)	(100)	(244)
As at 31 March 2022	71	55	27	88	241
Net Book Value					
31 March 2022	564	110	70	144	888
31 March 2021	572	113	42	111	838

10. Debtors

	2022 £'000	2021 £'000
Trade Debtors	389	318
Intercompany Balance	1	88
Prepayments & Accrued Income	176	31
	566	437

11. Creditors: amounts falling due within one year

	2022 £'000	2021 £'000
Trade Creditors	52	30
Other Taxes and Social Security	40	18
Deferred Income (Note 12)	376	134
Accruals	256	46
Intercompany Balances	181	120
	905	348

12. Deferred income

	2022 £'000	2021 £'000
Balance at 1 April	134	98
Amount released to income	(134)	(98)
Amount deferred in the year	376	134
Balance at 31 March	376	134

Deferred income comprises Government and Local Authority funds received in advance to deliver the services they relate to.

Notes to the Financial Statements (continued)

13. Analysis of net assets between funds

	General Unrestricted Funds	Restricted Funds	Total Funds	General Unrestricted Funds	Restricted Funds	Total Funds
	2022	2022	2022	2021	2021	2021
	£'000	£'000	£'000	£'000	£'000	£'000
Tangible Fixed assets (Note 9)	755	132	887	702	136	838
Net Current assets	627	-	627	386	32	418
Net movement in funds	1,382	132	1,514	1,088	168	1,256

14. Movements in funds

	At 31 March 2021	Incoming Resources	Outgoing resources	Transfers	At 31 March 2022
	£'000	£'000	£'000	£'000	£'000
General Unrestricted Funds	1,088	4,345	4,055	4	1,382
Fixed Asset Restricted Fund	136	-	-	(4)	132
General Restricted Funds	32	1,092	1,124	-	-
Total funds	1,256	5,437	5,179	-	1,514

	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
Total funds	1,189	4,545	4,478	-	1,256

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.

15. 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)

15. Restricted Funds (continued)

General Restricted Funds

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

Funding Source	Project	Total at 31 March 2021	Income	Expenditure	Transfer	Total at 31 March 2022
		£'000	£'000	£'000	£'000	£'000
Blackpool City Council	Independent Domestic Violence Advisors	27		(27)	-	-
CIF Social Investment Fund		5		(5)	-	-
MHCLG	MHCLG Staff Costs	-	75	(75)	-	-
Rochdale Council- DA Burdens	Staff Costs	-	105	(105)	-	-
Lancashire CC- DA Burdens	Staff Costs	-	555	(555)	-	-
Big Lottery- Jane's Place	Support Workers	-	77	(77)	-	-
LCC Covid Grant 2021/22		-	71	(71)	-	-
Hardship Fund	Resident expenses	-	10	(10)	-	-
Household Support Fund	Move on Resident Household items	-	191	(191)	-	-
Francis C Scott	Lancaster Children Worker	-	8	(8)	-	-
		32	1,092	(1,124)	-	-

The breakdown of the prior year's expenditure is as follows:

Funding Source	Project	Total at 31 March 2020	Income	Expenditure	Transfer	Total at 31 March 2021
		£'000	£'000	£'000	£'000	£'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)	-	-
		36	640	(644)	-	32

Notes to the Financial Statements (continued)

16. 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:

	2022 £'000	2021 £'000
Land and buildings:		
Within one year	323	437
More than one year	-	231

17. Parent Undertaking

The Company is a subsidiary of Syncora Limited (Company No. 11171831), a not for profit, non-charitable company limited by guarantee, registered in England and Wales.

The Directors consider The Calico Group Limited (Company No. 08747100), a holding company and the 100% parent of Syncora Limited, to be the ultimate parent entity. Syncora sits between the legal entities and the Calico Group Board. The Calico Group Board has overall control to appoint and remove Syncora Limited Board Trustees. The Calico Group comprises a number of innovative charities and businesses, working together to create social profit.

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.

18. 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 £33,000 in 2022 (2021: £38,000).

During the year, Syncora recharged overhead costs to Safenet amounting to £20k (2021: £20k).

At 31 March 2022, the company owed Syncora £5k (2021: £2k)

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

During the year, Homes recharged rents and office costs amounting to £432k (2021: £417k)

At 31 March 2022, the company owed Homes £105k (2021: £97k).

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

During the year, Enterprise supplied cleaning, painting/decorating services and furniture amounting to £102k (2021: £18k).

At 31 March 2022, the company owed Enterprise £69k (2021: £21k).

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

There were no transactions during the year (2021: £Nil).

At 31 March 2022, Acorn owed the company £1k (2021: £88k).

The Calico Group ("Group"), the ultimate parent company

There were no transactions during the year (2021: £Nil).

At 31 March 2022, the company owed Group £1k (2021: £Nil).

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

At 31 March 2022, the company owed DML £1k (2021: £Nil).