

A photograph of three diverse women smiling and wearing white long-sleeved shirts. The woman on the left has long brown hair and bangs. The woman in the middle is Black with glasses and braided hair. The woman on the right is white with blonde hair. They are all looking towards the camera.

Company number: 03860803

Charity number: 1091544

SafeNet Domestic Abuse and Support Services LTD

Report and Financial Statements

Year ended 31 March 2023

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Directors, Executive Officers, Advisors and Bankers

Board Directors

Richard Jones CBE (Chair)

Andrew Henderson
George Kimmance (appointed 6 March 2023)
Joanne Peters
Karen Ainsworth (resigned 5 December 2022)
Kelly Shaw
Michael Wedgeworth (appointed 6 March 2023)
Mushtaq Khan
Sallie Bridgen
Sharon Livesey (resigned 5 December 2022)
Susan Moore (resigned 7 June 2023)

Company Secretary

Stephen Aggett (resigned 30th June 2023)
Anthony Duerden (appointed 30th June 2023)

Executive Officers

Group Chief Executive Anthony Duerden

Deputy Chief Executive Helen Thompson

Executive Director of Group Finance Stephen Aggett

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

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 2023 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 Domestic Abuse (DA) and Support Services ("SafeNet") provides temporary emergency safe accommodation and community-based support services to women, children and men experiencing domestic abuse.

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

SafeNet Vision and Mission:

SafeNet's Vision is:

'A future where everyone can live safe, happy & healthy lives free from abuse, violence & exploitation in their homes, streets and communities' and our accompanying strapline is "empowering survivors to live free from domestic violence and abuse"

SafeNet's Mission is:

Survivors come from all walks of life, and so do we. Our lived experience enhances our empathy and compassion, which is crucial to our values and beliefs, our knowledge, and the quality of our support services.

SafeNet raise awareness of domestic abuse and work collaboratively to deliver specialist domestic abuse support services so that women, men, trans/nonbinary and child survivors can live increasingly positive, safer, healthier lives, leading to safer communities and neighbourhoods for everyone.

SafeNet is a women's organisation 'run by women for women', supporting victims and survivors every day, using inclusive, ethical, trauma-informed approaches to prevent domestic abuse/further harm and support recovery from the trauma of abuse.

The key values and approaches from and included in SafeNet's Mission are:

- **inclusive** = of all who lack privilege and access or are disadvantaged
- **ethical** = to equitable principles, highest knowledge and standards for domestic abuse
- **trauma informed** = grounded in an understanding of trauma, recognising the prevalence and impacts of trauma
- **survivors** = preferred term for those experiencing domestic abuse and violence

Report of the Directors (Continued)

SafeNet Vision and Mission (Continued)

- **Lived experience** = that many of SafeNet's colleagues have experienced domestic violence and/or abuse
- **Women, men, trans/non-binary and child survivors** = a 'women's organisation' stating all genders/gender identities are welcome and supported
- **Survivors live increasingly positive, safer and healthier lives** = destiny/desired outcome
- **Leading to safer communities and neighbourhoods** acknowledging wider VAWG and preventative future
- **For every one of us** = inclusion and equality future vision
- **Key SafeNet Activities** prevent domestic violence and support recovery, raise awareness, work collaboratively, deliver specialist support services

SafeNet's Organisational Objectives set the direction to achieve their vision and these link directly to Calico Group Strategic Objectives:

- **CUSTOMER/SERVICES** To deliver a positive, values led, inclusive, trauma informed survivor focused domestic abuse support organisation
- **GOVERNANCE** Be well led and organised through innovative, supportive and accountable leadership, effective financial management and governance processes
- **OUR PEOPLE** Prioritise wellbeing and creating the best conditions for staff to be present, focused, motivated and supported
- **GROWTH AND BUSINESS** Work collaboratively, ethically and supportively, and with key partners and stakeholders towards collective aims and goals

The key objectives for during the year ended 31 March 2023 were:

- Financial health, to increase turnover by 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
- Covid safe services for staff and residents/customers

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, along with lobbying, campaigning and educating for gender safety and the end of violence against women and girls. SafeNet continue to increase the number of safe supported units available to meet demand in the Northwest, which is far higher than the number of safe accommodation spaces available.

Safe Accommodation Women and Children –24 hr Staffed Communal Refuges

SafeNet Refuges in Burnley, Pendle, Lancaster, Preston, Rochdale, Bury and Oldham (both Bury and Oldham services opened in April 2022) including Jane's Place specialist complex needs recovery services 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 temporary emergency 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 and self-contained refuge accommodation, SafeNet deliver 2nd stage accommodation and safe houses in Burnley, Lancaster, Preston and Rochdale, Bury and Oldham which offer move-on facilities for those moving on from 24 hr support in refuge services but who may not yet be ready for fully independent living. These also offer a safe place with regular daily/weekly support as appropriate. They are also suitable for a wider range of survivors who may not be suited to communal refuge living such as larger families with 4+ children, families with older male children, adult siblings, married/co-habiting couples, male survivors and their children and, on occasion, those with more complex needs.

Dedicated Safe Accommodation for Male Survivors

Last year, in May, SafeNet opened a 24hr Safe Accommodation offering 8 ensuite accommodation units in 24hr supported accommodation. In addition, they 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, 15 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 local authorities to deliver Community Outreach & IDVA Services in Bury since 2019 and Outreach Services 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. SafeNet are 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.

Report of the Directors (Continued)

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

CYP *Healthy Relationships Lancashire Schools* SafeNet are part of a consortia of specialist domestic abuse providers delivering preventative domestic abuse programmes promoting and supporting safe and healthy relationships to children and young people across Lancashire schools.

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 cultural 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.

SafeNet facilities

SafeNet deliver 12 x 24 hr refuge services in total, 11 for women and their children with 175 units of accommodation and 1 men's safe accommodation service accommodating 8 men + 7 more units for male victims in safe houses utilising 24hr rotas with a mix of waking nights and sleep-in's in smaller facilities.

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 during the pandemic to reduce footfall and risk, future plans include the reintroduction of volunteering opportunities in appropriate service areas.

Achievements and Performance

SafeNet's Key objectives for 2022/23 included:

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

Report of the Directors (Continued)

Achievements and Performance (Continued)

SafeNet Achievements and Performance is as follows:

Key Achievements in 2022/23 included:

ACHIEVED Financial health, to increase turnover by 5% year on year

In 2022/23, SafeNet achieved a 37% increase in turnover, from £5.4m in 2021/22 to £7.4m in 2022/23.

ACHIEVED (LANCASHIRE) Establish, embed and deliver service operations/contracts awarded under the new DA Act 2021 and stabilise SafeNet following a period of rapid growth Services funded by Pt 4 statutory 'Domestic Abuse Act 2021 funding which placed a statutory funding duty on local authorities to support safe accommodation for DA victims and survivors.

- Newly commissioned 8-unit men's safe 24hr accommodation service for single male survivors, established in May; the county-wide 'Safe-at-Home' community support service has been established and delivered Yr 1 successfully; the LCC/OPPC Healthy Relationships programmes to CYP in Lancashire schools has been successfully delivered and expanded, with specialist delivery partners Liberty Centre (West Lancs), Key Housing (Leyland & Chorley), Fylde Coast Women's Aid, HARV (Hyndburn) and Be Free (Pendle area)
- Additional management capacity with the introduction of Refuge Service Deputies (out-of-hours) in larger refuge services (Burnley; Preston and Lancaster), paid by a 26% uplift to salary costs, which have been embedded into services
- Burnley and Pendle Borough Council commission 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 is continuing successfully

ACHIEVED PARTIALLY (Greater Manchester) SafeNet achieved our aims to grow significantly in Greater Manchester:

- BURY IDVA high risk support service established and Yr 1 delivered successfully, continuing with a small reduction in funding due to sharing allocation with CSC DA workers as a pilot
- BURY additional funding for Drive IDVA (survivor support within Bury perpetrator service) and 2-year outreach support funded by Health attached to GP surgeries
- BURY partially achieved Safe Accommodation Service Yr 1 delivered 9 units of a 20-unit commission due to difficulties securing suitable safe accommodations. Additional units in pipeline for later in 2023
- OLDHAM awarded the Oldham Safe Accommodation Service Contract, April (25 units, 17 refuge and 8 2nd stage move on units) Yr 1 successful deliver, increased refuge provision from 17 to 26 units, 24hr rota in place.
- ROCHDALE a reduction of funding from Rochdale BC who used the DA statutory funding to employ DA Housing Workers internally instead of funding specialist services
- ROCHDALE The commissions have been extended, commission for safe accommodation services to March 2024
- ROCHDALE Enhanced funding for Rochdale Services to cover Complex Needs Service (5 Units) and move-on accommodation Service has funded a 24hr rota however this has been reduced to a lower level of support

ACHIEVED EDI Staff Development and Wellbeing Objective a focus on equality, diversity and inclusion:

- SafeNet EDI Ethnic Minorities Equality Diversity & Inclusion Plan in place and activities achieved
- SafeNet Inclusive Transgender and Non-binary Policy and Practices in place
- SafeNet workforce: minoritised ethnic employees 26.7% of workforce; employees with a different ability 11.7% of the workforce and LGBTQI+ employees 7.2% of the workforce
- Step Further Staff Performance Management and Support structures in place

ACHIEVED EDI progress for SafeNet Services/Customers we developed and enhanced SafeNet services including a focus on equality, diversity and inclusion

- High representation of minoritised ethnic origin survivors in refuge services 28.4% referrals and 40.4% admitted to refuges of minority origin
- SafeNet guidance for working with migrant women, women with no or limited recourse to public funds in place

PARTLY ACHIEVED A Whole Organisation Approach to Trauma Informed Services

- All staff (managers; frontline and auxiliary) trained and qualified in trauma informed service delivery. Actions underway to embed trauma informed approaches
- Supporting work to roll out trauma informed approach across the Calico Group

PARTLY ACHIEVED Review of SafeNet Women's Advisory Group (SWAG) membership

SWAG Membership has been reviewed and updated following the departure of the Group Board Representative (6 yr service period reached) and SWAG members from the Syncora Board. For SWAG to satisfy WAFE's National Quality Standards, in particular the standard the Governance and Accountability Standard 7.2, there must have a Group Board member representative on SWAG therefore a new board member joined SWAG membership. SWAG Terms of Reference (ToR) are reviewed, along with the position of 'SWAG Group Co-ordinator' who, under the ToR, must step down every 12 months but who can also be re-appointed.

Report of the Directors (Continued)

Subsidiary of the Calico Group

This is SafeNet's 12th year as part of Calico, and the partnership has proven immensely beneficial. The company continues 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 continues to build on the company's success and maintain high standards in its provision of supported housing. Demand for service remains consistently high. SafeNet offers an established service based on best practice, providing guidance and inspiration to others in the field.

The Board

The Board of Syncora Limited and the Boards of each of its subsidiaries operate as a Common Board ("the Board"). The Board members acknowledge that, notwithstanding the operation of a common board, each company is a legal entity in its own right, with its own distinct board. When taking decisions, the Board members are under a duty to act in the best interests of each separate legal entity. In the event that circumstances arise in which Board members are unable independently to fulfil their duties to each company, a written procedure is adopted. The Rules of each company provide guidance on dealing with any conflicts.

The Directors of SafeNet are listed on page 1. The Directors possess the skills and experience necessary to fulfil their responsibilities to the Company.

The Board comprises eight (2022: nine) Non-Executive Directors who are responsible for setting the vision and strategic objectives of the business and overseeing their delivery. 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. During this period, there have been two new appointments to the Board and three retirements. The Board met four times throughout the year and all meetings were quorate.

The Board delegates the day-to-day management and implementation of the strategic objectives to the Group Chief Executive, Executive Directors and Syncora Managing Director. The Executive Team meet weekly and attend Board meetings.

Non-Executive Directors are recruited on a skills-based approach to ensure that they have the appropriate range of skills, experience and attributes required to provide strategic direction and monitor the companies' performance. The Board conducts an annual review of the overall effectiveness of the Board and of the skills required by the Board, which informs future recruitment. The Board and its committees obtain external specialist advice from time to time as necessary.

In 2020, Calico Group launched a New Generation Board Diversity Programme in partnership with the Housing Diversity Network with the intention of broadening diversity within the Board, in particular increasing participation from younger people and people from minority ethnic backgrounds. The New Generation programme supports participants for two years with the aim that at the end of the programme participants will be ready to become Board members.

During the year, the Board conducted an open, skills-based recruitment process, which resulted in two new appointments to the Board, including one person from the New Generation programme.

Board members normally serve for up to six years, with a maximum term of nine years, including time served on other Group Boards. One Board member, Kelly Shaw, has served for seven years, and reappointment is reviewed annually at each Annual General Meeting, considering the skills and experience required by the Board.

Alongside the annual review of the overall Board effectiveness, each individual Board member also has an annual development review to evaluate their contribution to the Board and identify training needs. These reviews inform a Board development programme that focuses on Board performance and ensuring the Board's future effectiveness, together with tailored events on specific business-related topics where a training need has been identified.

New Board members receive induction training on their legal obligations under charity and company law; the governance framework of the company; the vision and strategic objectives of the Board; and the services provided.

Syncora and its subsidiaries have insurance policies that indemnify its Board members and Executive Officers against liability when acting for Syncora.

To operate effectively, and to ensure appropriate governance in business-critical areas, the Board has delegated some responsibilities to two Group Committees:

Audit & Assurance Committee

The Group Audit & Assurance Committee is responsible for reviewing the Calico Group's risk management framework and reports to the Syncora Board on the effectiveness of the Company's internal control arrangements. The Committee approves the scope of work of both internal and external auditors, including their appointments. It also considers the financial statements and recommends their approval to the Board. The Committee met four times during the year.

Report of the Directors (Continued)

Nominations and Remuneration Committee

The Group Nominations & Remuneration Committee advises the Board on Non-Executive Director recruitment and remuneration, and the appointment and remuneration of the Group Chief Executive and Executive Directors, taking independent advice as necessary. The Committee also sets the objectives for the Group Chief Executive and reviews performance against those objectives. The Committee met four times during the year.

Employees

SafeNet due to the focus of their services employ a predominantly female workforce. In 22/23 SafeNet have broadened their service offer to include male refuge services. The diversity within SafeNet is 3% (2022: 0%) male, 97% (2022: 100%) female, 12% (2022: 9%) who self-identify as disabled, 7% who self-identify as LGBTQ+ (2022: 6%) and 27% (2022: 29%) from a BAME background.

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.

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.

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

Plans for future periods

Overall, SafeNet services are fairly stable with the introduction of statutory funding for Domestic Abuse Accommodation in 2021 which have lead to significant growth and new services for SafeNet across a larger geography. However, the rapid growth we have had over the last couple of years has been challenging internally and continues to be with higher than usual staff and management turnover and the loss of experienced staff bringing lower levels of experience, skills and knowledge to our frontline, therefore much of our recent focus has been around internal quality and service improvements. SafeNet continue to lead a period of consolidation in which we will focus on financial stability and 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 and face the challenges of the changed workplace environment. We face the difficult economic climate, housing crisis and other external pressures with a view toward continued growth where and when appropriate.

Key objectives for 2023/24 include:

- Financial health - strong financial governance with increased efficiencies to increase turnover by 5% year on year
- Growth – explore partnerships to extend refuge services into Cumbria and possibly into other Greater Manchester areas currently served by non-Women's Aid organisations.
- Customers - at the forefront of service development, co-design and co-production
- Services - to embed consistently high standards of trauma informed support in a process of continuous service improvements
- Staff - cultural reset of feminist and inclusive values, common purpose and connection as a larger, geographically dispersed organisation
- Governance – clarity and scrutiny applied to our governance, finances, quality, operations and practice with additional focus on strengthening a positive and inclusive culture
- Equality & Diversity - raise awareness, educate and take actions to advance equality and diversity in our organisation, our services and our communities

Report of the Directors (Continued)

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 externally and within the Calico Group. SWAG support the vision and objectives of SafeNet services; approving SafeNet's key objectives, measures, and targets; budget and key strategies such as for business development and fundraising.

SWAG monitor the quality, effectiveness and outcomes of domestic violence and abuse services across SafeNet; support the vision and 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 Directors; 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 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

Women's Aid Membership and (WAFE) National Standards

SafeNet are a member of Women's Aid and were awarded WAFE National Standards in October 2020. SafeNet's next Quality Review will be due in September 2024. Award of WAFE National Standards is an essential requirement of LCC commissioners for Lancashire Refugees Lead Provider status.

Charity Code of Governance

The Board has adopted the 2020 Charity Governance Code for Larger Charities. The Board confirms compliance with the Code for the year-ended 31 March 2023.

To ensure continued compliance with the Charity Code of Governance, the Board will continue to enhance its approach to hearing and acting upon what service users are saying, to bench-marking performance and broadening its diversity and inclusivity.

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 £502k (2022: £696k). This is a calculation of the unrestricted funds less the unrestricted tangible & intangible fixed assets. We have not designated anything for essential future spending. The targeted free reserves level is a minimum of £20k.

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.

Going Concern

The Calico Group Board is confident that SafeNet Domestic Abuse and Support Services Ltd ("SafeNet") remains a Going Concern. The Board have reviewed SafeNet's activities, financial position and future trading activities alongside the current risks and any other key factors that will affect the future financial position. This includes the impact of economic uncertainty and service delivery. The Board have concluded that through the ongoing monitoring of financial performance and risk management that it is reasonable to expect 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).

Report of the Directors (Continued)

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

Anthony Duerden

Company Secretary

Date: 18 September 2023

For the year ended 31 March 2023

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 2023 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 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The 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.

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.

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 8, 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 and cutoff of grant and contract 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 begin 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.

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: 25 September 2023

Statement of Financial Activities

For the year ended 31 March 2023

	Note	Total Unrestricted Funds 2023 £'000	Total General Restricted Funds 2023 £'000	Total Restricted Fixed Asset Funds 2023 £'000	Total Funds 2023 £'000	Total Funds 2022 £'000
Income						
Donations and legacies	2	82	-	-	82	88
Income from investments	3	2	-	-	2	-
		<u>84</u>	<u>-</u>	<u>-</u>	<u>84</u>	<u>88</u>
<i>Income from Charitable activities</i>	4	6,445	1,017	-	7,462	5,349
		<u>6,529</u>	<u>1,017</u>	<u>-</u>	<u>7,546</u>	<u>5,437</u>
Total income						
Expenditure						
<i>Expenditure on Charitable activities</i>	5	6,574	1,017	-	7,591	5,179
		<u>6,574</u>	<u>1,017</u>	<u>-</u>	<u>7,591</u>	<u>5,179</u>
Total expenditure						
		<u>(45)</u>		<u>-</u>	<u>(45)</u>	<u>258</u>
Net income/(expenditure) for the year						
Gross Transfers between funds	14	4	-	(4)	-	-
		<u>(41)</u>	<u>-</u>	<u>(4)</u>	<u>(45)</u>	<u>258</u>
Net movement in funds						
Funds Brought Forward at 1 April 2022		1,382	-	132	1,514	1,256
		<u>1,341</u>	<u>-</u>	<u>128</u>	<u>1,469</u>	<u>1,514</u>
Funds Carried Forward at 31 March 2023						

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 14 to 22 form part of the accounts.

Statement of Financial Position

At 31 March 2023

	Note	2023 £'000	2022 £'000
Fixed assets			
Tangible fixed assets	9	967	888
Current assets			
Debtors	10	683	566
Cash at bank and in hand		<u>325</u>	<u>965</u>
		1,008	1,531
Creditors: amounts falling due within one year	11	<u>506</u>	<u>905</u>
Net current assets		<u>502</u>	<u>626</u>
Net assets		<u><u>1,469</u></u>	<u><u>1,514</u></u>
FUNDS			
Unrestricted funds			
General Unrestricted Funds	14	1,341	1,382
Restricted funds			
Fixed asset Restricted Fund	14	128	132
General Restricted Fund	14	-	-
Total Funds		<u><u>1,469</u></u>	<u><u>1,514</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 12 to 22 were approved by the Directors and authorised for issue on 18 September 2023 and signed on its behalf by:

Anthony Duerden
Company Secretary
Date: 18 September 2023
For the year ended 31 March 2023

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:

- At 31 March 2023, following a deficit of £45k (2022: surplus £258k) SafeNet had net assets of £1.469m (2022: £1.541m).
- SafeNet are forecasting positive cash flows and a future profitable performance and have secured a number of contracts across Lancashire and Greater Manchester commencing 2022/23, 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

	2023 £'000	2022 £'000
Donations and similar incoming resources	82	88
	82	88

3. Income from Investments

	2023 £'000	2022 £'000
Bank interest receivable	2	-
	2	-

4. Income from Charitable Activities

	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total Funds 2023 £'000	Unrestricted Funds 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'000
Support contracts	3,018	1,017	4,035	1,956	1,092	3,048
Contributions in respect of tenants	3,427	-	3,427	2,301	-	2,301
	6,445	1,017	7,462	4,257	1,092	5,349

5. Analysis of Charitable Expenditure

	Unrestricted Funds		Restricted Funds	Total 2023 £'000	Unrestricted Funds		Restricted Funds	Total 2022 £'000
	Support 2023 £'000	Housing 2023 £'000	Support 2023 £'000		2022 £'000	2022 £'000	2022 £'000	
Direct Costs:								
Cost of sales	339	385	-	724	210	247	-	457
Client expenses	40	46	-	86	48	56	-	104
Salaries	1,562	1,774	1,017	4,353	866	1,018	1,124	3,008
Staff costs	139	158	-	297	68	79	-	147
Property cost	739	839	-	1,578	555	652	-	1,207
Recharges	145	164	-	309	82	96	-	178
Depreciation	25	28	-	53	22	25	-	47
Admin	85	96	-	181	11	12	-	23
Audit	2	2	-	4	3	4	-	7
Legal	3	3	-	6	-	1	-	1
	3,079	3,495	1,017	7,591	1,865	2,190	1,124	5,179

6. Net Incoming Resources

Net incoming resources are stated after charging:

	Note	2023 £'000	2022 £'000
Auditors Remuneration (exc. VAT)		3	7
Depreciation of tangible fixed assets	9	53	47
Operating lease costs: other	16	851	316

Notes to the Financial Statements (continued)

7. Employees

	2023	2022
	£'000	£'000
Staff costs:		
Salaries and wages	3,911	2,738
Social security costs	303	201
Other pension costs	123	70
	<u>4,337</u>	<u>3,009</u>

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

	2023	2022
	No.	No.
Direct charitable activities	169	119
Management and administration of the charity	16	28
	<u>185</u>	<u>147</u>
	<u>137</u>	<u>88</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

	2023	2022
	£'000	£'000
The aggregate emoluments paid to or receivable by non-executive Directors	30	33
The aggregate emoluments paid to or receivable by executive officers	153	140
The emoluments paid to the highest paid executive officer excluding pension contributions	84	77
Pension cost for executive officers	6	6
The aggregate amount of any consideration payable to / (receivable from) third parties for making available the services of non-executive Directors	(22)	(25)
Total key management personnel remuneration	<u>161</u>	<u>148</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:

	2023	2022
	No.	No.
£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 £30k in 2023 (2022: £33k), for all Syncora group membership.

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 2022	635	165	97	232	1,129
Additions	-	-	17	115	132
Disposals	-	-	(11)	(11)	(22)
As at 31 March 2023	<u>635</u>	<u>165</u>	<u>103</u>	<u>336</u>	<u>1,239</u>
<i>Depreciation</i>					
As at 31 March 2022	71	55	27	88	241
Charge for period	8	3	19	23	53
Disposals	-	-	(11)	(11)	(22)
As at 31 March 2023	<u>79</u>	<u>58</u>	<u>35</u>	<u>100</u>	<u>272</u>
Net Book Value					
31 March 2023	<u>556</u>	<u>107</u>	<u>68</u>	<u>236</u>	<u>967</u>
31 March 2022	<u>564</u>	<u>110</u>	<u>70</u>	<u>144</u>	<u>888</u>

10. Debtors

	2023 £'000	2022 £'000
Trade Debtors	369	389
Intercompany Balance	1	1
Prepayments & Accrued Income	313	176
	<u>683</u>	<u>566</u>

11. Creditors: amounts falling due within one year

	2023 £'000	2022 £'000
Trade Creditors	28	52
Other Taxes and Social Security	73	40
Deferred Income (Note 12)	142	376
Accruals	175	256
Intercompany Balances	88	181
	<u>506</u>	<u>905</u>

12. Deferred income

	2023 £'000	2022 £'000
Balance at 1 April	376	134
Amount released to income	(376)	(134)
Amount deferred in the year	142	376
Balance at 31 March	<u>142</u>	<u>376</u>

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
	2023	2023	2023	2022	2022	2022
	£'000	£'000	£'000	£'000	£'000	£'000
Tangible Fixed assets (Note 9)	839	128	967	755	132	887
Net Current assets	502	-	502	627	-	627
Net movement in funds	1,341	128	1,469	1,382	132	1,514

14. Movements in funds

	At 31 March 2022	Incoming Resources	Outgoing resources	Transfers	At 31 March 2023
	£'000	£'000	£'000	£'000	£'000
General Unrestricted Funds	1,382	6,529	6,574	4	1,341
Fixed Asset Restricted Fund	132	-	-	(4)	128
General Restricted Funds	-	1,017	1,017	-	-
Total funds	1,514	7,546	7,591	-	1,469

	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

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 2022 £'000	Income £'000	Expend- iture £'000	Trans- fer £'000	Total at 31 March 2023 £'000
LCC DA Burdens (DLUHC)	DLUHC Staff costs	-	632	(632)	-	-
LCC DA Burdens (DLUHC) Male Service	DLUHC Staff costs	-	165	(165)	-	-
Rochdale Council - DA Burden Fund	Staff costs	-	165	(165)	-	-
Burnley Council - DA Burdens Fund	Staff Costs	-	40	(40)	-	-
Pendle Council - DA Burdens Fund	Staff Costs	-	555	(555)	-	-
		-	1,017	(1,017)	-	-

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

Funding Source	Project	Total at 31 March 2021 £'000	Income £'000	Expend- iture £'000	Trans- fer £'000	Total at 31 March 2022 £'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)	-	-

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:

	2023 £'000	2022 £'000
Land and buildings:		
Within one year	301	323
More than one year	<u>7</u>	<u>-</u>

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 £30k in 2023 (2022: £33k).

During the year, Syncora recharged overhead costs to SafeNet amounting to £47k (2022: £20k).

At 31 March 2023, the company owed Syncora £nil (2022: £5k)

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

During the year, Homes recharged rents and office costs to SafeNet amounting to £545k (2022: £432k)

At 31 March 2023, the company owed Homes £84k (2022: £105k).

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

During the year, Enterprise supplied cleaning, painting/decorating services and furniture amounting to £15k (2022: £102k).

At 31 March 2023, the company owed Enterprise £3k (2022: £69k).

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

There were no transactions during the year (2022: £Nil).

At 31 March 2023, Acorn owed the company £1k (2022: £1k).

Delphi Medical Limited ("DML"), a subsidiary of Acorn

At 31 March 2023, the company owed DML £1k (2022: £1k).

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

At 31 March 2023, the company owed DMC £1k (2022: £Nil).

Notes to the Financial Statements (continued)

18. Related Party Transactions (continued)

The Calico Group (“Group”), the ultimate parent company
There were no transactions during the year (2022: £Nil).

At 31 March 2023, the company owed Group £nil (2022: £1k).