

A photograph of three diverse women smiling and standing together. They are all wearing white long-sleeved shirts. The woman on the left has long brown hair and bangs. The woman in the center has dark skin, glasses, and curly hair. The woman on the right has light skin and blonde hair. They are all looking towards the camera.

Company number: O386O8O3

Charity number: IO91544

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# SafeNet Domestic Abuse and Support Services LTD

Report and Financial Statements

Year ended 31 March 2025

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## Directors, Executive Officers, Advisors and Bankers

<b>Board Directors</b>	Richard Jones CBE (Chair)  Cheryl Mould George Kimmance Joanne Peters Kelly Shaw (Resigned 25 November 2024) Michael John Wedgeworth Mushtaq Khan Rachael Kaminski (Appointed 25 November 2024) Sallie Bridgen
<b>Company Secretary</b>	Anthony Duerden
<b>Executive Officers</b>	
Group Chief Executive	Anthony Duerden
Deputy Chief Executive	Helen Thompson
Executive Director of Group Finance	Chloe Christian
Executive Director of Organisational Development	Vicki Howard
<b>Syncora Officers</b>	
Managing Director	Helen Gauder
<b>Registered Office</b>	Centenary Court Croft Street Burnley BB11 2ED
<b>Registered Number</b>	3860803
<b>Charity Number</b>	1091544
<b>External Auditor</b>	Crowe U.K. LLP 3 <sup>rd</sup> floor, 56 Peter Street Manchester M2 3NQ
<b>Solicitor</b>	Forbes Solicitors Rutherford House 4 Wellington Street St. Johns Blackburn BB1 8DD
<b>Bankers</b>	National Westminster Bank 6 <sup>th</sup> 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 2025 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 ("Acorn") and Calico Enterprise Limited ("Enterprise"). Syncora sits between the legal entities and the Calico Group ("Calico") Board. This arrangement was made to enhance continued growth by integrating service and company offers and allowing competition with larger scale 'lead' providers. The Calico Group is the ultimate parent of the Syncora Group of Companies.

### Public Benefit

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 and can extend this to include services to support women and children in need of support for reasons other than domestic abuse.

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.

### Fundraising Practices

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

### 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:*

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

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

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

*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** = equitable principles, knowledge and standards for domestic abuse
- **trauma responsive** = 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** = many SafeNet colleagues have experienced domestic violence and/or abuse
- **Women, men, transgender/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 Violence Against Women and Girls (VAWG) and a preventative future
- **For every one of us** = inclusion and equality future vision
- **Key SafeNet Activities** preventing domestic abuse, supporting recovery, raising awareness, working collaboratively, delivering additional 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 responsive 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

### SafeNet Key Objectives during the year ending 31 March 2025 were:

- **Strengthening Organisational Culture** focus on our common purpose & connection
- **Advancing Equality, Diversity & Inclusion** individually, in services and communities
- **Survivor Centred/Led Services** at the forefront, co-design, co-production
- **Financial health** strong financial performance, increased turnover by 5%
- **Retain and Win LA Commissions** for stable core funding
- **Develop our Business & Grow** with supporters, donors, fundraising activities
- **Influence Change** to reduce and end domestic abuse
- **Inclusive Staff/teams** with a sense of belonging and purpose
- **Services** - embed consistently high standards across support services, refreshing
- **Governance** clarity and scrutiny quality and safety

### 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, Bury and Oldham 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.

#### *2<sup>nd</sup> Stage Accommodation and Safe Houses – Move-on Accommodation with Support*

In addition to safe communal and self-contained refuge accommodation, SafeNet deliver 2<sup>nd</sup> stage accommodation and safe houses in Burnley, Lancaster, Preston, Bury and Oldham which offer move-on facilities from 24 hr support in refuge services for those 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*

SafeNet opened a 24hr Safe Accommodation for men almost 3 years ago in May 2022, delivering 8 ensuite accommodation units in 24hr supported accommodation. In addition, during 2024/25 we operated 2 specialist dedicated Male Victim Safe Houses, one in Burnley (3 units), one in Lancaster (2 units), including the 5 safehouse accommodation units for men the overall total of safe accommodation units for men was 13.

## Report of the Directors (Continued)

### *Community Based Support Services*

*For Adult Survivors* SafeNet deliver a range of non-accommodation support services in communities across Lancashire and Greater Manchester. We are the LCC commissioned Lead Provider for the community-based outreach support service under the Lancashire Refuges/DASSL commission, supporting to survivors to stay safe in the community. In Greater Manchester we are commissioned by Bury BC to deliver Community Outreach & IDVA Services since 2019. This work includes on-going casework support of survivors in the community plus resettlement work via a blend of face-to-face and digital/tech formats. *For Children & Young People* LCC now commission countywide community support alongside the adult service, and we have a LA funded children's IDVA in Bury.

*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:

- domestic abuse support needs
- **additional 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)
- **cultural and faith** support needs – for minority ethnic women and children to overcome language barriers and support different lifestyles and cultures
- support needs specific to **transgender and nonbinary** survivors
- specialist support for **male victims** in separate men's dedicated accommodation and community-based support services.
- age-appropriate support needs for **children and young people** - therapeutic services for children resident in refuge services, 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
- consider the unique circumstances of the individual child and is based on the core principles of a client centred approach and ethos.

### SafeNet Accommodation Facilities

SafeNet delivered 10 x 24 hr refuge services in total, 9 for women and their children with 141 units of accommodation and 1 men's safe 24 hr accommodation service accommodating 8 men, a total of 149 24 hr staffed accommodation units utilising 24hr rotas with a mix of waking nights and sleep-in's in smaller facilities. In addition, we delivered 42 second stage move on accommodation units in safehouse provisions, 37 for women and children and a further 5 for men, an overall total of 191 safe accommodation units across Lancashire and Greater Manchester.

### Development of Organisation and Staff

SafeNet maintain effective management and staffing structures, to ensure staff and volunteers have specialist knowledge and skills to deliver excellent services and to provide quality work placements for students. We continue 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. We place focus on continuous service improvements for quality and safety.

### Staff Health and Wellbeing

SafeNet prioritise health and wellbeing of staff with clear on-the-job support as well as additional support and wellbeing activities. We recognise and address the specific wellbeing impacts of working in a trauma responsive, fast-paced and challenging environment, offering a range of support to staff including counselling and mental health peer support.

### Volunteers

SafeNet volunteers are a highly valued additional support for survivors and to assist with the running of support services. Volunteering opportunities have been reviewed, refreshed and embedded across SafeNet in accommodation and community-based services



## Report of the Directors (Continued)

### Achievements and Performance

Our key objectives in 2024/25 included:

- Financial health, to increase turnover by 5% year-on-year
- External growth, explore external partnerships, extend Domestic Abuse services
- Survivors at the forefront of developments
- Services, stabilise delivery; improving quality & embed Trauma Informed practice
- Our people, recruit & retain, wellbeing & strong co-operative teams
- EDI, actions to advance equality in our services and communities

The key achievements against these objectives were:

#### **Financial health, to increase turnover by 5% year on year - PARTIALLY ACHIEVED**

- Achieved a 2.3% increase in turnover, from £7.85m in 2023/24 to £8.03m in 2024/25.
- Despite the closure of Rochdale Services at the end of the commission, we continued to achieve financial growth
- Achieved efficiencies of staff costs by restructuring, continuous operational improvements and controls to strengthen income collection

#### **External growth, explore external partnerships, extend DA services - ACHIEVED**

- LCC - established a new countywide support service for Children and Young People as part of the community based DASSL offer and secured and extension of the Healthy Relationships in Lancashire Schools in Primary and Secondary Schools and non-educational settings
- BURY BC - established and delivered a pilot hospital based DV Co-ordinator (NHS/Health) service
- Bury TLC - established a partnership with TLC and delivered support direct to survivors of men on TLC perpetrator programme

#### **Survivors at the forefront - ACHIEVED**

- Specialist support to reduce self-harm and suicide – we secured funds via the Govt Suicide Prevention Fund to deliver therapeutic support to survivors, including employment of a dedicated counsellor, mental health improving activities and the development of a toolkit to support survivors in SafeNet services
- Refreshed survivor voice sessions, house meeting, and listening groups, established across services
- Continued work on the new survivor led website design and content

#### **Services, stabilise delivery; improving quality & embed TI practice - ACHIEVED**

- LCC - successfully retained the Lancashire County Council's DA commission as Lead Provider of Domestic Abuse Support Service Lancashire (DASSL) with 6 delivery partners, for potential 8 years 2024 – 2032
- BURNLEY BC & PENDLE BC - recommissioned by both LAs to deliver 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
- Focus on recruitment and retention has resulted in lower turnover, more settled and coherent teams
- Frontline restructure of activities and functions; new helpline contact team created and new system embedded
- SafeNet Vision, Mission and Values reviewed and refreshed as a whole organisation exercise
- SafeNet Practitioner Handbook launched to promote and support best practice across SafeNet
- Groupwork programme re-designed ready for pilot

#### **Our People Services, recruit & retain, wellbeing & strong co-operative teams - ACHIEVED**

- Focus on vacancy ads, materials, clarity of role and function definition, importance of building strong supportive relationships between line managers and individual team members/team has delivered significant improvements, staff turnover is reduced, and teams are strengthened
- SLT and SMT team building focus, manager development and support to retain, development of leadership skills
- HR trends evidencing stability and improvements

#### **EDI Staff Development and Wellbeing Objectives - ACHIEVED**

- SafeNet employee composition reflects equality of opportunity in employment; survivor composition reflects ethnic minority community needs
- SafeNet Inclusive Transgender and Non-binary Policy and Practices under review
- SafeNet due to the focus of their services employ a predominantly female workforce. The diversity within SafeNet is 3% (2024: 3%) male, 97% (2024: 97%) female, 8.1% (2024: 10%) who self-identify as disabled, 8.1% who self-identify as LGBTQ+ (2024: 9%) and 31.1% (2024: 26%) from a BAME background.
- Step Further Staff Performance Management and Support structures in place

#### **Membership for SafeNet Women's Advisory Group (SWAG) - ACHIEVED**

**SWAG Membership** 8 members in total including a member of Group Board, satisfying WAFE's National Quality Standards, in particular the standard the Governance and Accountability Standard 7.2 to include a Group Board member representative on SWAG.

## Report of the Directors (Continued)

### 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. 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 (2024: 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 has been one new appointment to the Board and one retirement. 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 conduct 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. The second New Generation Board member programme launched in September 2024, with four New Generation Board members of which there are two in Syncora.

Board members normally serve for up to six years, with a maximum term of nine years, including time served on other Group Boards. Reappointment is reviewed annually at each Annual General Meeting, considering the skills and experience required by the Board. There are two Board members – Richard Jones (Chair) and Mushtaq Khan who were extended in 204/25 for a further year. The Chair recruitment will take place in 25/26.

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.

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

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.

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 five times during the year.

#### 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 three times during the year.



## 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 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 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 was due in September 2024, these are now lapsed and will instead be reviewed/assessed during 2025/26. WAFE have reviewed and updated the Standards, these were re-launched late 2024. Award of WAFE National Standards is an essential requirement of LCC commissioners for Lancashire Refuges Lead Provider status, and we are currently 'working towards' as is allowed within the requirement.

### Employees

SafeNet due to the focus of their services employ a predominantly female workforce. The diversity within SafeNet is 3% (2024: 3%) male, 97% (2024: 97%) female, 8.1% (2024: 10%) who self-identify as disabled, 8.1% who self-identify as LGBTQ+ (2024: 9%) and 31.1% (2024: 26%) 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.

### Principal Risks and Uncertainties

The Calico Group has a Risk Management Framework which is aligned to business activities and supports the achievement of corporate objectives. This framework was refreshed in May 2024. The Syncora Board has overall responsibility for risk management within the Syncora Group of companies. Risks are considered at all levels across the business and all decisions taken by the Board or Committees consider relevant risks.

As part of the Calico Group approach to risk management, Syncora's Board have a risk map in place which incorporates risks for each entity within Syncora. The Directors have undertaken a full refresh and review of the major strategic risks faced by the charity and have put in place systems to mitigate their exposure to the major risks. The risk map is reviewed by the Syncora Board on a quarterly basis.

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 SafeNet has identified the following risks to the successful achievement of its objectives:

- Health and Safety
- Regulatory and legislative compliance
- Workforce skills, experience that meet the needs of customers
- Socio-economic conditions
- Financial Capacity and Sustainability of services
- Growth Capacity

## Report of the Directors (Continued)

### Plans for future periods

Overall, SafeNet services are relatively stable. The introduction of statutory funding for Domestic Abuse Accommodation in 2021 led to significant growth and new services for SafeNet across a larger geography. Between 2022 and 23, rapid growth led to challenging conditions which resulted in higher than usual staff and management turnover and the loss of experienced staff bringing lower levels of experience, skills and knowledge to our frontline. We responded with high focus on internal quality and service improvements. SafeNet sustained a period of consolidation in which we focused on financial stability and the delivery of both new and existing services to high standards with excellent performance to ensure that survivors receive the best possible support. In 2024 we secured LCC's countywide commission for domestic abuse support services for a potential of 8 years until 2032. We will continue to pay attention to the health and wellbeing of staff and face the challenges of the evolving 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 2025/26 include:

- **Strengthening Organisational Culture** focus on SafeNet values Feminist, Inclusive & Trauma Responsive
- **Advancing Equality, Diversity & Inclusion** individually, in services, in communities and nationally
- **Survivor Centred/Led Services** survivors at the forefront, co-design, panels & prioritising survivor voice
- **Financial health** strong financial performance, identify efficiencies and operational savings
- **Contracts** expand service provision via additional stable core funding, embed/comply DASSL Yr2 criteria
- **Develop our Business & Grow** SafeNet Blueprint for Growth
- **Influence Change** to reduce and end domestic abuse, new website and branding, SafeNet voice at tables
- **Strengthen Staff/teams** clarity of roles, objectives and purpose, EDI & inclusivity, wellbeing and support
- **Services** – learning, continual improvement, evidencing standards
- **Governance** clarity transparency accountability and quality; professionalise & lead within our sector

### 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 2025.

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 to broadening its diversity and inclusivity

### Reserves Policy

The Syncora Reserves Policy states that we will aim to keep unrestricted reserves to cover a minimum of two months of variable expenditure to provide where costs are not contract related and also include a provision for contractual costs. The current level of free reserves is £474k (2024: £362k). This is a calculation of the unrestricted funds less the tangible & intangible fixed assets. There are not any designated reserves for essential future spending.

The Board have agreed a target of £240k for 25/26 and the level of reserves is due to be reviewed annually (2026). The Directors will monitor and review the level of reserves annually, in line with guidance issued by the Charity Commission. Therefore, SafeNet does not need to retain large reserves and the current level of unrestricted reserves is sufficient. However, reserves are also built up to enable investment in accommodation to grow and expand the service. This will be over and above those reserves represented by fixed assets within the charity's balance sheet.

### 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.

## Report of the Directors (Continued)

### 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 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: -



**Company Secretary**  
22<sup>nd</sup> September 2025  
For the year ended 31 March 2025

## 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 2025 which comprise Statement of Financial Activities, 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 2025 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.

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

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

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 9, 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

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

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.

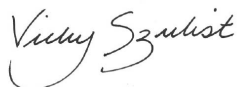
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and completeness and cut off of grant and contract income. Our audit procedures to respond to these risks included enquiries of management 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

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



Vicky Szulist  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
Manchester

**26th September 2025**



## Statement of Financial Activities

### For the year ended 31 March 2025

		Total Unrestricted Funds	Total General Restricted Funds	Total Restricted Fixed Asset Funds	Total Funds	Total Funds
	Note	2025 £'000	2025 £'000	2025 £'000	2025 £'000	2024 £'000
<b>Income</b>						
Donations and legacies	2	28	-	-	28	45
Income from investments	3	3	-	-	3	5
		31	-	-	31	50
<i>Income from Charitable activities</i>	4	7,342	660	-	8,002	7,812
<b>Total income</b>		<b>7,373</b>	<b>660</b>	<b>-</b>	<b>8,033</b>	<b>7,862</b>
<b>Expenditure</b>						
<i>Expenditure on Charitable activities</i>	5	7,166	660	-	7,826	(7,859)
<b>Total expenditure</b>		<b>7,166</b>	<b>660</b>	<b>-</b>	<b>7,826</b>	<b>(7,859)</b>
<b>Net income/(expenditure) for the year</b>		<b>207</b>	<b>-</b>	<b>-</b>	<b>207</b>	<b>3</b>
Gross Transfers between funds	14	4	-	(4)	-	-
<b>Net movement in funds</b>		<b>211</b>	<b>-</b>	<b>(4)</b>	<b>207</b>	<b>3</b>
Funds Brought Forward at 1 April 2024		1,348	-	124	1,472	1,469
<b>Funds Carried Forward at 31 March 2025</b>	14	<b>1,559</b>	<b>-</b>	<b>120</b>	<b>1,679</b>	<b>1,472</b>

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 15 to 23 form part of the accounts.

## Statement of Financial Position

### At 31 March 2025

	Note	2025 £'000	2024 £'000
<b>Fixed assets</b>			
Tangible fixed assets	9	1,085	986
<b>Current assets</b>			
Debtors	10	235	327
Cash at bank and in hand		864	542
		1,099	869
<b>Creditors:</b> amounts falling due within one year	11	(505)	(383)
<b>Net current assets</b>		594	486
<b>Net assets</b>		<b>1,679</b>	<b>1,472</b>
<b>FUNDS</b>			
<b>Unrestricted funds</b>			
General Unrestricted Funds	14	1,559	1,348
<b>Restricted funds</b>			
Fixed asset Restricted Fund	14	120	124
General Restricted Fund	14	-	-
<b>Total Funds</b>		<b>1,679</b>	<b>1,472</b>

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

The financial statements on pages 15 to 23 were approved by the Directors and authorised for issue on 22 September 2025 and signed on its behalf by:



**Company Secretary**

Date: 22 September 2025

For the year ended 31 March 2025

# Notes to the Financial Statements

## Legal Status

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.

## Accounting Policies

### Basis of Accounting

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

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

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).

### 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.

### 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 2025, following a surplus of £207k (2024: £3k) SafeNet had net assets of £1,679k (2024: £1,473k).
- SafeNet are forecasting positive cash flows and a future profitable performance and had secured key contracts in 24/25

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:

#### Income

Contractual income is recognised in accordance with the contract terms.

Rental income is accounted for on an accruals basis.

Other income (which will include housing benefit, service charges etc) is recognised at the point of delivery.

All income is stated exclusive of VAT. Investment income is recognised on a receivable basis.

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.

#### Expenditure

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

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

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

## Notes to the Financial Statements (continued)

### 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.

#### Holiday Pay accrual

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

#### Pensions

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

#### Irrecoverable VAT

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

#### Tangible fixed assets and depreciation

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

Freehold land is not depreciated.

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

Major components and their useful economic lives are as follows:

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

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

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

#### Leased Assets

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

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

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

#### 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

	2025 £'000	2024 £'000
Donations and similar incoming resources	28	45
	<u>28</u>	<u>45</u>

### 3. Income from Investments

	2025 £'000	2024 £'000
Bank interest receivable	3	5
	<u>3</u>	<u>5</u>

### 4. Income from Charitable Activities

	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000
Support contracts	3,312	660	3,972	2,630	1,153	3,783
Contributions in respect of tenants	4,030	-	4,030	4,029	-	4,029
	<u>7,342</u>	<u>660</u>	<u>8,002</u>	<u>6,659</u>	<u>1,153</u>	<u>7,812</u>

### 5. Analysis of Charitable Expenditure

	Unrestricted Funds		Restricted Funds	Total	Unrestricted Funds		Restricted Funds	Total
	Support 2025 £'000	Housing 2025 £'000	Support 2025 £'000	2025 £'000	Support 2024 £'000	Housing 2024 £'000	Support 2024 £'000	2024 £'000
<b>Direct Costs:</b>								
Cost of sales	373	454	-	827	228	349	-	577
Client expenses	51	63	-	114	19	29	-	48
Salaries	1,687	2,053	660	4,400	1,307	2,002	1,153	4,462
Staff costs	126	153	-	279	142	217	-	359
Property cost	738	899	-	1,637	726	1,113	-	1,839
Recharges	163	197	-	360	135	207	-	342
Depreciation	32	40	-	72	26	39	-	65
Admin	58	71	-	129	62	95	-	157
Audit	4	4	-	8	3	5	-	8
Legal	-	-	-	-	1	1	-	2
	<u>3,232</u>	<u>3,934</u>	<u>660</u>	<u>7,826</u>	<u>2,649</u>	<u>4,057</u>	<u>1,153</u>	<u>7,859</u>

### 6. Net Incoming Resources

Net incoming resources are stated after charging:

	Note	2025 £'000	2024 £'000
Auditors Remuneration (exc. VAT)		8	8
Depreciation of tangible fixed assets	9	72	65
Operating lease costs: other	16	837	923
		<u></u>	<u></u>

## Notes to the Financial Statements (continued)

### 7. Employees

	2025 £'000	2024 £'000
Staff costs:		
Salaries and wages	3,954	3,993
Social security costs	321	310
Other pension costs	125	127
	<u>4,400</u>	<u>4,430</u>

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

	2025 No.	2024 No.
Direct charitable activities	174	149
Management and administration of the charity	17	20
	<u>191</u>	<u>169</u>
Number of Full Time Equivalent Employees	<u>120</u>	<u>157</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

	2025 £'000	2024 £'000
The aggregate emoluments paid to or receivable by non-executive Directors	-	33
The aggregate emoluments paid to or receivable by executive officers	175	161
The emoluments paid to the highest paid executive officer excluding pension contributions	68	84
Pension cost for executive officers	14	8
The aggregate amount of any consideration payable to / (receivable from) third parties for making available the services of non-executive Directors	-	(22)
Total key management personnel remuneration	<u>175</u>	<u>172</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:

	2025 No.	2024 No.
£60,000 to £70,000	-	-
£70,000 to £80,000	-	1
£80,000 to £90,000	1	1
£90,000 to £100,000	<u>1</u>	<u>-</u>



## Notes to the Financial Statements (continued)

### 9. Tangible Fixed Assets

	Freehold Property	Leasehold Improvements	Computer Equipment	Fixtures & Fittings	Total
Cost	£'000	£'000	£'000	£'000	£'000
As at 31 March 2024	635	165	108	415	1,323
Additions	243	-	-	-	243
Disposals	(77)	-	-	-	(77)
As at 31 March 2025	<u>801</u>	<u>165</u>	<u>108</u>	<u>415</u>	<u>1,489</u>
<i>Depreciation</i>					
As at 31 March 2024	87	61	56	133	337
Charge for period	8	3	20	41	72
Disposals	(5)	-	-	-	(5)
As at 31 March 2025	<u>90</u>	<u>64</u>	<u>76</u>	<u>174</u>	<u>404</u>
<b>Net Book Value</b>					
<b>31 March 2025</b>	<u>711</u>	<u>101</u>	<u>32</u>	<u>241</u>	<u>1,085</u>
31 March 2024	<u>548</u>	<u>104</u>	<u>52</u>	<u>282</u>	<u>986</u>

### 10. Debtors

	2025 £'000	2024 £'000
Trade Debtors	153	288
Intercompany Balance	57	2
Prepayments & Accrued Income	25	37
	<u>235</u>	<u>327</u>

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

	2025 £'000	2024 £'000
Trade Creditors	124	21
Other Taxes and Social Security	74	77
Deferred Income (Note 12)	18	92
Accruals	276	155
Intercompany Balances	13	38
	<u>505</u>	<u>383</u>

### 12. Deferred income

	2025 £'000	2024 £'000
Balance at 1 April	92	142
Amount released to income	(92)	(142)
Amount deferred in the year	18	92
Balance at 31 March	<u>18</u>	<u>92</u>

Deferred income comprises of Grants 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
	2025 £'000	2025 £'000	2025 £'000	2024 £'000	2024 £'000	2024 £'000
Tangible Fixed assets (Note 9)	965	120	1,085	858	128	986
Net Current assets	594	-	594	486	-	486
<b>Net movement in funds</b>	<b>1,559</b>	<b>120</b>	<b>1,679</b>	<b>1,344</b>	<b>128</b>	<b>1,472</b>

### 14. Movements in funds

	At 31 March 2024 £'000	Incoming Resources £'000	Outgoing resources £'000	Transfers £'000	At 31 March 2025 £'000
General Unrestricted Funds	1,348	7,373	7,166	4	1,559
Fixed Asset Restricted Fund	124	-	-	(4)	120
General Restricted Funds	-	660	660	-	-
<b>Total funds</b>	<b>1,472</b>	<b>8,033</b>	<b>7,826</b>	<b>-</b>	<b>1,679</b>

	At 31 March 2023 £'000	Incoming Resources £'000	Outgoing resources £'000	Transfers £'000	At 31 March 2024 £'000
General Unrestricted Funds	1,341	6,709	6,706	4	1,348
Fixed Asset Restricted Fund	128	-	-	(4)	124
General Restricted Funds	-	1,153	1,153	-	-
<b>Total funds</b>	<b>1,469</b>	<b>7,862</b>	<b>7,859</b>	<b>-</b>	<b>1,472</b>

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

### 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 2024 £'000	Income £'000	Expend- iture £'000	Trans- fer £'000	Total at 31 March 2025 £'000
		£'000	£'000	£'000	£'000	£'000
LCC DA Burdens (DLUHC)	DLUHC Staff costs	-	462	(462)	-	-
LCC DA Burdens (DLUHC Transitional Payment)	DLUHC Staff costs	-	96	(96)	-	-
LCC DA Burdens (DLUHC) Male Service	DLUHC Staff costs	-	36	(36)	-	-
Pendle Council - DA Burdens Fund	Staff Costs	-	16	(16)	-	-
Bury Primary Care DA Support Worker	Staff Costs	-	50	(50)	-	-
		-	660	(660)	-	-

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

Funding Source	Project	Total at 31 March 2023 £'000	Income £'000	Expend- iture £'000	Trans- fer £'000	Total at 31 March 2024 £'000
		£'000	£'000	£'000	£'000	£'000
LCC DA Burdens (DLUHC)	DLUHC Staff costs	-	572	(572)	-	-
LCC DA Burdens (DLUHC Transitional Payment)	DLUHC Staff costs	-	98	(98)	-	-
LCC DA Burdens (DLUHC) Male Service	DLUHC Staff costs	-	175	(175)	-	-
Rochdale Council - DA Burden Fund	Staff Costs	-	208	(208)	-	-
Burnley Council - DA Burdens Fund	Staff Costs	-	34	(34)	-	-
Pendle Council - DA Burdens Fund	Staff Costs	-	16	(16)	-	-
Bury Primary Care DA Support Worker	Staff Costs	-	50	(50)	-	-
		-	1,153	(1,153)	-	-

## 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:

	2025 £'000	2024 £'000
Land and buildings:		
Within one year	378	587
More than one year	-	-

### 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 £34k in 2025 (2024: £33k).

During the year, Syncora recharged overhead costs to SafeNet amounting to £89k (2024: £69k).

At 31 March 2025, the company owed Syncora £nil (2024: £nil)

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

During the year, Homes recharged rents and office costs to SafeNet amounting to £715k (2024: £608k)

At 31 March 2025, Homes owed the company £57k (2024: the company owed Homes £34k).

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

During the year, Enterprise supplied furniture amounting to £38k (2024: £31k).

At 31 March 2025, the company owed Enterprise £7k (2024: £4k).

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

At 31 March 2025, Acorn owed the company £Nil (2024: £1k).

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

At 31 March 2025, the company owed DML £6k (2024: £Nil).

## Notes to the Financial Statements (continued)

### 18. Related Party Transactions (continued)

**The Calico Group (“Group”)**, the ultimate parent company

At 31 March 2025, the company owed Group £Nil (2024: £204k).