

SAFENET DOMESTIC ABUSE AND SUPPORT SERVICES LTD

England & Wales · Charity number 1091544

Details

Other names	BURNLEY WOMEN'S REFUGE ASSOCIATION, EAST LANCASHIRE WOMEN'S REFUGE ASSOCIATION, SAFENET DOMESTIC ABUSE SERVICE
Status	Registered
Legal form	Charitable company
Company number	03860803
Registered	2002-04-05
Register	View on the Charity Commission register

Contact

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Centenary Court
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Activities

Objects: TO RELIEVE THE DISTRESS AND SUFFERING EXPERIENCED BY VICTIMS OF DOMESTIC VIOLENCE AND ABUSE INCLUDING WOMEN AND CHILDREN CONSTRAINED TO LEAVE THEIR HOMES AS A RESULT OF PHYSICAL, SEXUAL, MENTAL OR EMOTIONAL ABUSE AND POSSIBLE INJURY TO THEIR PHYSICAL, SEXUAL, MENTAL OR EMOTIONAL HEALTH FROM VIOLENCE AND AS A CONSEQUENCE WHO ARE IN NEED OF SUPPORT AND REFUGE AND THE DOING OF ALL SUCH OTHER THINGS AS ARE INCIDENTAL OR CONDUCTIVE TO THE ATTAINMENT OF THE OBJECTS

Activities: Provision of housing related support (refuge support) and support in the community for women and their children escaping domestic abuse. Outreach support and help line for domestic abuse victims living in the community. IDVA service to support domestic abuse victims in legal and court processes. Early Support service for children living in the community and at risk of domestic violence.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Accommodation/housing
- **Who:** Other Defined Groups

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£8,033,000	£7,826,000	£1,679,000	191
2024-03-31	£7,862,000	£7,859,000	£1,472,000	157
2023-03-31	£7,546,000	£7,591,000	£1,469,000	185
2022-03-31	£5,437,000	£5,179,000	£1,514,000	147
2021-03-31	£4,545,000	£4,478,000	£1,256,000	142

Trustees

Name	Role	Appointed
Cheryl Mould		2023-12-04
George Kimmance		2023-03-06
Joanne Peters		2022-03-25
Michael John Wedgeworth		2023-03-06
Mushtaq Khan		2018-04-01
Rachael Kaminski		2024-11-25
Richard John Warwick Jones CBE		2018-04-01
Sallie Roxana Louise Bridgen		2021-07-23

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Accounts

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 has dark curly hair and glasses. The woman on the right has blonde hair. They are all looking towards the camera.

Company number: O3860803

Charity number: IO91544

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

Board Directors	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
Company Secretary	Anthony Duerden
Executive Officers	
Group Chief Executive	Anthony Duerden
Deputy Chief Executive	Helen Thompson
Executive Director of Group Finance	Chloe Christian
Executive Director of Organisational Development	Vicki Howard
Syncora Officers	
Managing Director	Helen Gauder
Registered Office	Centenary Court Croft Street Burnley BB11 2ED
Registered Number	3860803
Charity Number	1091544
External Auditor	Crowe U.K. LLP 3 rd floor, 56 Peter Street Manchester M2 3NQ
Solicitor	Forbes Solicitors Rutherford House 4 Wellington Street St. Johns Blackburn BB1 8DD
Bankers	National Westminster Bank 6 th 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.

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, 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

22nd 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 ...](#), 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. 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.

[This report has not yet been signed]

Vicky Szulist

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

Manchester

[Date]

Statement of Financial Activities

For the year ended 31 March 2025

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

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

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

The notes on pages 15 to 23 form part of the accounts.


Statement of Financial Position

At 31 March 2025

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

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
	28	45

3. Income from Investments

	2025 £'000	2024 £'000
Bank interest receivable	3	5
	3	5

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
	7,342	660	8,002	6,659	1,153	7,812

5. Analysis of Charitable Expenditure

	Unrestricted Funds		Restricted Funds	Total	Unrestricted Funds		Restricted Funds	Total
	Support 2025 £'000	Housing 2025 £'000	Support 2025 £'000		Support 2024 £'000	Housing 2024 £'000	Support 2024 £'000	
Direct Costs:								
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
	3,232	3,934	660	7,826	2,649	4,057	1,153	7,859

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

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
<i>Cost</i>	£'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>
Net Book Value					
31 March 2025	<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 2025 £'000	Restricted Funds 2025 £'000	Total Funds 2025 £'000	General Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000
Tangible Fixed assets (Note 9)	965	120	1,085	858	128	986
Net Current assets	594	-	594	486	-	486
Net movement in funds	1,559	120	1,679	1,344	128	1,472

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		
Total funds	1,472	8,033	7,826	-	1,679

	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		
Total funds	1,469	7,862	7,859	-	1,472

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:

		Total at 31 March 2024 £'000	Income £'000	Expend- iture £'000	Trans- fer £'000	Total at 31 March 2025 £'000
Funding Source	Project					
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:

		Total at 31 March 2023 £'000	Income £'000	Expend- iture £'000	Trans- fer £'000	Total at 31 March 2024 £'000
Funding Source	Project					
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	2024
	£'000	£'000
Land and buildings:		
Within one year	378	587
More than one year	<u>-</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 £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).

Crowe U.K. LLP
St George's House
56 Peter Street
Manchester
M2 3NQ

Dear Crowe

We provide this letter in connection with your audit of the financial statements Safenet Domestic Abuse and Support Services Ltd for the year ended 31 March 2025 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of the charity as at 31 March 2025 and of the results of its operations for the year then ended in accordance with UK Generally Accepted Accounting Practice ("UK GAAP").

We confirm that the following representations are made on the basis of sufficient enquiries of management and staff with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation and that, to the best of our knowledge and belief, we can properly make each of these representations to you.

1. We have fulfilled our responsibility for the fair presentation of the financial statements in accordance with UK GAAP.
2. We acknowledge as trustees our responsibility for making accurate representations to you.
3. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and errors, and we believe we have appropriately fulfilled those responsibilities.
4. We confirm that we have received confirmation from each director who was a director at the time of the approval of the financial statements that:
 - (a) they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that you are aware of that information and
 - (b) that so far as they are aware there is no relevant audit information of which you are unaware.
5. We have provided you with all accounting records and relevant information, and granted you unrestricted access to persons within the entity, for the purposes of your audit.
6. All the transactions undertaken by the charity have been properly reflected and recorded in the accounting records or other information provided to you.
7. The methods, the data, and the significant assumptions used by us in making accounting estimates and their related disclosures are appropriate to achieve



recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting standards.

8. We reaffirm that the written representations previously made with respect to the prior period remain appropriate.
9. We are not aware of any actual or possible litigation or claims against the company whose effects should be considered when preparing the financial statements.
10. All grants, donations and other incoming resources, the receipt of which is subject to specific terms and conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such incoming resources.
11. We are not aware of any breaches of our charitable trusts and have advised you of the existence of all endowments and funds maintained by us.
12. There have been no events since the balance sheet date which require disclosure or which would materially affect the amounts in the financial statements. Should any material events occur which may necessitate revision of the figures in the financial statements, or inclusion in a note thereto, we will advise you accordingly. We specifically authorise C Christian, Executive Director of Finance, to provide an update for you to cover the time period between the signing of this letter and the date of your audit report.
13. We have assessed that there is no significant risk that the financial statements are materially misstated as a result of fraud.
14. We are not aware of any fraud or suspected fraud affecting the charity involving those charged with governance, management or other employees who have a significant role in internal control or who could have a material effect on the financial statements.
15. We are not aware of any allegations by employees, former employees, regulators or others of fraud, or suspected fraud, which would have an impact on the charity's financial statements.
16. We are not aware of any known or suspected instances of non-compliance with those laws and regulations which provide a legal framework within which the charity conducts its business.
17. We confirm that complete information has been provided to you regarding the identification of related parties and that we are not aware of any significant transactions with related parties other than matters that we consider have been appropriately and adequately disclosed.
18. We confirm we have appropriately accounted for and disclosed related party relationships and transactions in accordance with applicable accounting standards and with the recommendations of the applicable charity SORP.
19. The charity meets its day to day working capital requirements through existing working capital and strong ongoing financial performance. The nature of the

charity's operation is such that there can be considerable unpredictable variations in the timing of cash flows. The trustees have prepared projected cash flow information for a period of at least twelve months from the date of their approval of the financial statements. On the basis of this cash flow information, the trustees consider that the charity will continue to operate. Therefore, the trustees consider it appropriate to prepare the financial statements on a going concern basis.

Yours faithfully



Trustee
Signed on behalf of the board

Date23 09 2025.....

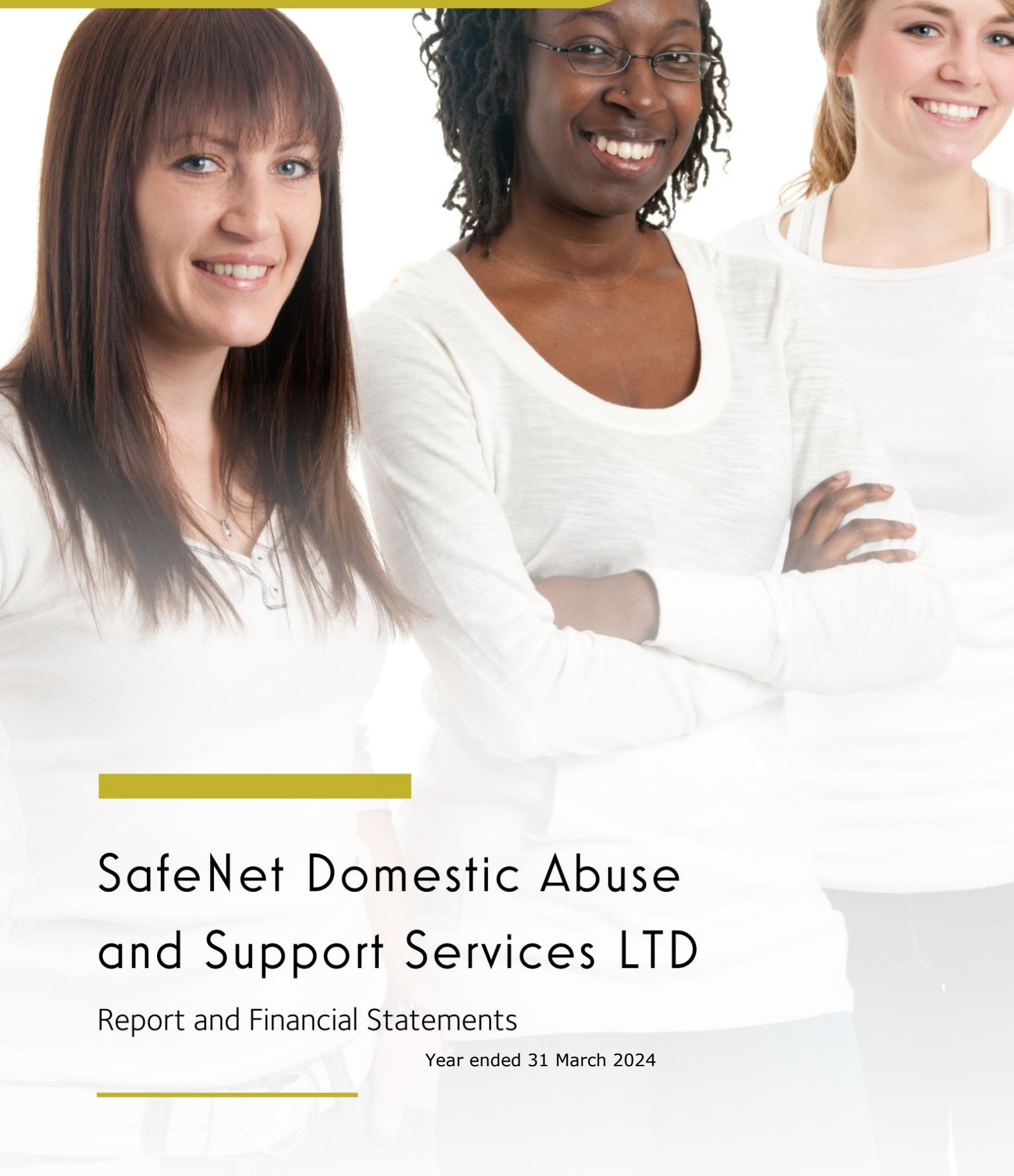
SAFENET DOMESTIC ABUSE AND SUPPORT SERVICES LTD

England & Wales - Charity number 1091544

Accounts

Company number: 03860803

Charity number: 1091544



SafeNet Domestic Abuse and Support Services LTD

Report and Financial Statements

Year ended 31 March 2024

SafeNet Domestic Abuse and Support Services Ltd
Company number: 03860803



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Directors, Executive Officers, Advisors and Bankers

Board Directors

Richard Jones CBE (Chair)
 Andrew Henderson (resigned 23 May 2024)
 George Kimmance
 Joanne Peters
 Kelly Shaw
 Michael Wedgeworth
 Mushtaq Khan
 Sallie Bridgen
 Susan Moore (resigned 7 June 2023)

Company Secretary

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

Executive Officers

Group Chief Executive Anthony Duerden

Deputy Chief Executive Helen Thompson

Executive Director of Group Finance Chloe Christian

Executive Director of Organisational Development Vicki Howard

Syncora Officers

Managing Director Governance & Assurance Sarah Swanson
 Emma Thornber

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
 3rd floor, 56 Peter Street
 Manchester
 M2 3NQ

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 2024 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 2024 were:

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

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 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. We closed Rochdale Services at end of March 2024 after 7 years of service due to commissioning changes where the new commission required a different offer and smaller provision.

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, Rochdale, 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 two years ago in May 2022, delivering 8 ensuite accommodation units in 24hr supported accommodation. In addition, during 2023/24 we delivered 3 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. The Rochdale Men's service safe house service closed at end of March 2024 due to commissioning changes.

Community Based Support Services

SafeNet deliver a range of non-accommodation support services in communities across Lancashire and Greater Manchester. We 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. In Greater Manchester we are

Report of the Directors (Continued)

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

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.

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 support in accommodation and community support for transgender and nonbinary survivors
- 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
- specialist support for male victims in separate men’s dedicated accommodation and community-based support services.

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.

SafeNet facilities

SafeNet delivered 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 specialist knowledge and skills 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. We recognise and address the specific wellbeing impacts of working in a trauma informed environment in fast paced and challenging environment, offering a range of support to staff including counselling and mental health peer support.

Volunteers

SafeNet have reintroduced volunteering opportunities (previously stopped during the pandemic to reduce footfall and risk) in accommodation and community-based services and these are beneficial to volunteers and for SafeNet’s extended offer to survivors.

Report of the Directors (Continued)

Achievements and Performance

Key achievements categorised by key objectives in 2023/24 included:

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

- achieved a 6.75% increase in turnover, from £7.4m in 2022/23 to £7.9m in 2023/24.
- efficiencies from SLT and frontline restructure, continuous improvements and controls to strengthen income collection

ACHIEVED External growth, explore external partnerships, extend DA services.

- BURY New Refuge Facility 10 units including 2 self-contained flats for complex needs survivors
- BURNLEY & PENDLE Recommissioned by both LA's 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
- BURY commission to deliver a DV Co-ordinator (NHS/Health) service, hospital based
- COUNTYWIDE extension of Healthy Relationships in Lancashire Schools into Primary Schools and non-educational settings

ACHIEVED Customers at the forefront

- Survivor Panels re-modelled to encourage full involvement of survivors
- New Website design and content survivor led

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

- Frontline restructure of activities and functions; new contact team created
- Trauma informed environments embedded, toolkits created
- Quality of services reviewed and improved, organisational culture and nurture focus
- SafeNet Groupwork programme designed ready for pilot
- Review of CYP service; lobbied commissioners for CYP children's service

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

- Recruitment and retention focus, frontline restructure of activities and functions
- Manager development and support to retain, improve cohesion and role clarification
- Teams strengthened; HR trends evidencing improvements

ACHIEVED EDI Staff Development and Wellbeing Objectives

- 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 in place
- SafeNet workforce: minoritised ethnic employees 27% of workforce; employees with a different ability 9.9% of the workforce and LGBTQI+ employees 8.6% of the workforce
- Step Further Staff Performance Management and Support structures in place

ACHIEVED Membership Recruitment Drive for SafeNet Women's Advisory Group (SWAG)

SWAG Membership has been reviewed and new members appointed, 10 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, 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 (2023: eight) 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 no new appointments 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.

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. 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 five 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 three times during the year.

Employees

SafeNet due to the focus of their services employ a predominantly female workforce. The diversity within SafeNet is 3% (2023: 3%) male, 97% (2023: 97%) female, 10% (2023: 12%) who self-identify as disabled, 9% who self-identify as LGBTQ+ (2023: 7%) and 26% (2023: 27%) 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

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. 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 2024/25 include:

- Financial health - strong financial governance with increased efficiencies to increase turnover by 5% year on year
- Growth – explore partnerships to extend refuge services; retain key commissions for Lancashire, Bury and Oldham
- 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. WAFE are currently reviewing the Standards and will publicise the reviewed updated standards in June 2024. Award of WAFE National Standards is an essential requirement of LCC commissioners for Lancashire Refuges 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 2024.

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 £486k (2023: £502k). 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 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: -

Signed by:

E86D963D3471471...

Anthony Duerden

Company Secretary

Date: 16 September 2024

For the year ended 31 March 2024

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 2024 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 2024 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 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. 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.

[This report has not yet been signed]

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

Statement of Financial Activities

For the year ended 31 March 2024

	Note	Total Unrestricted Funds 2024 £'000	Total General Restricted Funds 2024 £'000	Total Restricted Fixed Asset Funds 2024 £'000	Total Funds 2024 £'000	Total Funds 2023 £'000
Income						
Donations and legacies	2	45	-	-	45	82
Income from investments	3	5	-	-	5	2
		50	-	-	50	84
<i>Income from Charitable activities</i>	4	6,659	1,153	-	7,812	7,462
Total income		6,709	1,153	-	7,862	7,546
Expenditure						
<i>Expenditure on Charitable activities</i>	5	(6,706)	(1,153)	-	(7,859)	(7,591)
Total expenditure		(6,706)	(1,153)	-	(7,859)	(7,591)
Net income/(expenditure) for the year		3	-	-	3	(45)
Gross Transfers between funds	14	4	-	(4)	-	-
Net movement in funds		7	-	(4)	3	(45)
Funds Brought Forward at 1 April 2023		1,341	-	128	1,469	1,514
Funds Carried Forward at 31 March 2024	14	1,348	-	124	1,472	1,469

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 2024

	Note	2024 £'000	2023 £'000
Fixed assets			
Tangible fixed assets	9	986	967
Current assets			
Debtors	10	327	683
Cash at bank and in hand		542	325
		869	1,008
Creditors: amounts falling due within one year	11	(383)	(506)
Net current assets		486	502
Net assets		1,472	1,469
FUNDS			
Unrestricted funds			
General Unrestricted Funds	14	1,348	1,341
Restricted funds			
Fixed asset Restricted Fund	14	124	128
General Restricted Fund	14	-	-
Total Funds		1,472	1,469

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 20 September 2024 and signed on its behalf by:

Signed by:

 E86D963D3471471...
 Anthony Duerden
Company Secretary
 Date: 16 September 2024
 For the year ended 31 March 2024

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 2024, following a surplus of £3k (2023: deficit of £45k) SafeNet had net assets of £1.473m (2023: £1.469m).
- SafeNet are forecasting positive cash flows and a future profitable performance and have secured a number of contracts across Lancashire and Greater Manchester commencing 2023/24.

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

	2024 £'000	2023 £'000
Donations and similar incoming resources	45	82
	45	82
	45	82

3. Income from Investments

	2024 £'000	2023 £'000
Bank interest receivable	5	2
	5	2
	5	2

4. Income from Charitable Activities

	Unrestricted Funds 2024 £'000	Restricted Funds 2024 £'000	Total Funds 2024 £'000	Unrestricted Funds 2023 £'000	Restricted Funds 2023 £'000	Total Funds 2023 £'000
Support contracts	2,630	1,153	3,783	3,018	1,017	4,035
Contributions in respect of tenants	4,029	-	4,029	3,427	-	3,427
	6,659	1,153	7,812	6,445	1,017	7,462
	6,659	1,153	7,812	6,445	1,017	7,462

5. Analysis of Charitable Expenditure

	Unrestricted Funds		Restricted Funds	Total	Unrestricted Funds		Restricted Funds	Total
	Support 2024 £'000	Housing 2024 £'000	Support 2024 £'000	2024 £'000	2023 £'000	2023 £'000	2023 £'000	2023 £'000
Direct Costs:								
Cost of sales	228	349	-	577	339	385	-	724
Client expenses	19	29	-	48	40	46	-	86
Salaries	1,307	2,002	1,153	4,462	1,562	1,774	1,017	4,353
Staff costs	142	217	-	359	139	158	-	297
Property cost	726	1,113	-	1,839	739	839	-	1,578
Recharges	135	207	-	342	145	164	-	309
Depreciation	26	39	-	65	25	28	-	53
Admin	62	95	-	157	85	96	-	181
Audit	3	5	-	8	2	2	-	4
Legal	1	1	-	2	3	3	-	6
	2,649	4,057	1,153	7,859	3,079	3,495	1,017	7,591
	2,649	4,057	1,153	7,859	3,079	3,495	1,017	7,591

6. Net Incoming Resources

Net incoming resources are stated after charging:

	Note	2024 £'000	2023 £'000
Auditors Remuneration (exc. VAT)		8	3
Depreciation of tangible fixed assets	9	65	53
Operating lease costs: other	16	923	851
		996	907
		996	907

Notes to the Financial Statements (continued)

7. Employees

	2024	2023
	£'000	£'000
Staff costs:		
Salaries and wages	3,993	3,911
Social security costs	310	303
Other pension costs	127	123
	<u>4,430</u>	<u>4,337</u>

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

	2024	2023
	No.	No.
Direct charitable activities	149	169
Management and administration of the charity	20	16
	<u>169</u>	<u>185</u>
	<u>157</u>	<u>137</u>

Number of Full Time Equivalent Employees

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

	2024	2023
	£'000	£'000
The aggregate emoluments paid to or receivable by non-executive Directors	33	30
The aggregate emoluments paid to or receivable by executive officers	161	153
The emoluments paid to the highest paid executive officer excluding pension contributions	84	84
Pension cost for executive officers	8	6
The aggregate amount of any consideration payable to / (receivable from) third parties for making available the services of non-executive Directors	(22)	(22)
Total key management personnel remuneration	<u>172</u>	<u>161</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:

	2024	2023
	No.	No.
£60,000 to £70,000	-	1
£70,000 to £80,000	1	1
£80,000 to £90,000	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 £33k in 2024 (2023: £30k), for all Syncora group membership.

The Syncora Board receive an annual allowance. The Chair receives £6,300 and all other Board members £4,200.

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 2023	635	165	103	336	1,239
Additions	-	-	5	79	84
Disposals	-	-	-	-	-
As at 31 March 2024	<u>635</u>	<u>165</u>	<u>108</u>	<u>415</u>	<u>1,323</u>
<i>Depreciation</i>					
As at 31 March 2023	79	58	35	100	272
Charge for period	8	3	21	33	65
Disposals	-	-	-	-	-
As at 31 March 2024	<u>87</u>	<u>61</u>	<u>56</u>	<u>133</u>	<u>337</u>
Net Book Value					
31 March 2024	<u>548</u>	<u>104</u>	<u>52</u>	<u>282</u>	<u>986</u>
31 March 2023	<u>556</u>	<u>107</u>	<u>68</u>	<u>236</u>	<u>967</u>

10. Debtors

	2024 £'000	2023 £'000
Trade Debtors	288	369
Intercompany Balance	2	1
Prepayments & Accrued Income	37	313
	<u>327</u>	<u>683</u>

11. Creditors: amounts falling due within one year

	2024 £'000	2023 £'000
Trade Creditors	21	28
Other Taxes and Social Security	77	73
Deferred Income (Note 12)	92	142
Accruals	155	175
Intercompany Balances	38	88
	<u>383</u>	<u>506</u>

12. Deferred income

	2024 £'000	2023 £'000
Balance at 1 April	142	376
Amount released to income	(142)	(376)
Amount deferred in the year	92	142
Balance at 31 March	<u>92</u>	<u>142</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
	2024	2024	2024	2023	2023	2023
	£'000	£'000	£'000	£'000	£'000	£'000
Tangible Fixed assets (Note 9)	858	128	986	839	128	967
Net Current assets	486	-	486	502	-	502
Net movement in funds	1,344	128	1,472	1,341	128	1,469

14. Movements in funds

	At 31 March 2023	Incoming Resources	Outgoing resources	Transfers	At 31 March 2024
	£'000	£'000	£'000	£'000	£'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)	-	-
Total funds	1,469	7,862	(7,859)	-	1,472

	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	-	1,557	(1,557)	-	-
Total funds	1,514	8,086	(8,131)	-	1,469

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 2023 £'000	Income £'000	Expend- iture £'000	Trans- fer £'000	Total at 31 March 2024 £'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)	-	-

The breakdown of the prior 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)	-	-
		-	1,557	(1,557)	-	-

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:

	2024 £'000	2023 £'000
Land and buildings:		
Within one year	587	301
More than one year	-	7
	<u>587</u>	<u>308</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 £33k in 2024 (2023: £30k).

During the year, Syncora recharged overhead costs to SafeNet amounting to £69k (2023: £47k).

At 31 March 2024, the company owed Syncora £nil (2023: £nil)

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

During the year, Homes recharged rents and office costs to SafeNet amounting to £608k (2023: £545k)

At 31 March 2024, the company owed Homes £34k (2023: £84k).

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

During the year, Enterprise supplied cleaning, painting/decorating services and furniture amounting to £31k (2023: £15k).

At 31 March 2024, the company owed Enterprise £3.7k (2023: £3k).

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

At 31 March 2024, Acorn owed the company £1k (2023: £1k).

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

At 31 March 2024, the company owed DML £nil (2023: £1k).

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

At 31 March 2024, the company owed DMC £0.8k (2023: £1k).

SafeNet Domestic Abuse and Support Services Ltd
Company number: 03860803



Notes to the Financial Statements (continued)

18. Related Party Transactions (continued)

The Calico Group (“Group”), the ultimate parent company
At 31 March 2024, the company owed Group £204 (2023: £Nil).

SAFENET DOMESTIC ABUSE AND SUPPORT SERVICES LTD

England & Wales - Charity number 1091544

Accounts

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 standing against a plain white background.

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.

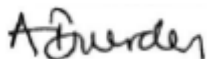
Statement as to disclosure of information to auditors

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.

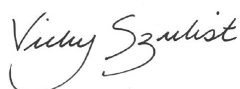
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and completeness and cutoff of grant and contract income. Our audit procedures to respond to these risks included enquiries of management about 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
25th 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.

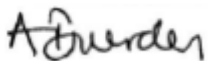
Statement of Financial Position

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 2023 £'000	Restricted Funds 2023 £'000	Total Funds 2023 £'000	General Unrestricted Funds 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'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 £'000	Incoming Resources £'000	Outgoing resources £'000	Transfers £'000	At 31 March 2023 £'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 £'000	Incoming Resources £'000	Outgoing resources £'000	Transfers £'000	At 31 March 2022 £'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	Expenditure £'000	Transfer £'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	Expenditure £'000	Transfer £'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).

SAFENET DOMESTIC ABUSE AND SUPPORT SERVICES LTD

England & Wales - Charity number 1091544

Accounts

COMPANY NUMBER: 3860803
CHARITY NUMBER: 1091544

SAFENET DOMESTIC ABUSE AND SUPPORT SERVICES LTD

Report and Financial Statements

Year ended 31 March 2022

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Directors, Executive Officers, Advisors and Bankers

Board Directors

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

Executive Officers

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

Company Leads

Managing Director Helen Gauder
Head of Support Services Alex Atkinson

Registered Office

Centenary Court
Croft Street
Burnley
BB11 2ED

Registered Number

3860803

Charity Number

1091544

External Auditor

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

Solicitor

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

Bankers

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

Report of the Directors

The Directors are pleased to present their report together with the financial statements of the charity for the year ending 31 March 2022 which are also prepared to meet the requirements for a Directors' Report and accounts for Companies Act purposes. The Directors are also the company trustees for Charity purposes.

Structure, Governance and Management

SafeNet is registered as a Charity (no. 1091544) with the Charity Commission. The Charity is constituted as a Company limited by guarantee (no. 3860803) and is governed by its Articles of Association. New Articles of Association were adopted on 10 January 2018.

Group Structure

Syncora Limited (registered number 11171831) was established in 2018 as a holding company with a common board for each of its subsidiaries, which are; SafeNet Domestic Abuse and Support Services Ltd ("SafeNet"), Acorn Recovery Projects Ltd ("Acorn") and Calico Enterprise Ltd ("Enterprise"). This arrangement was made to enhance continued growth by integrating service and company offers and enabling competition with larger scale 'lead' providers.

Public Benefit

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

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

Objectives and Activities

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

Fundraising Practices

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

SafeNet Aims

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

SafeNet Vision and Mission:

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

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

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

Principal Activities - SafeNet Services to Survivors of Domestic Abuse

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

Safe Accommodation –24 hr Staffed Communal Refuges

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

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

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

Report of the Directors (Continued)

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

Dedicated Safe Accommodation for Male Survivors

SafeNet deliver three specialist dedicated Male Victim Safe Houses, one in Burnley (3 units), one in Lancaster (2 units) and one in Rochdale (2 units), 7 safehouse accommodation units for men in total.

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

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

SafeNet Inclusive Support Activities

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

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

Individual and group work with children is designed to:

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

Male Victims are supported in separate men's dedicated accommodation and community-based support services.

Development of Organisation and Staff

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

Growth

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

Staff Health and Wellbeing

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

Volunteers

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

Key objectives

SafeNet's Key objectives for 2021/22 included:

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

Report of the Directors (Continued)

Achievements and Performance

Key Achievements in 2021/22 included:

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

This is Safenet's 11th year as part of Calico and the partnership has proven immensely beneficial. The company continue to work closely and strategically via shared goals, policies and procedures and work to strengthen its position in relation to existing contracts and future proposals to extend domestic violence and similar support services. Safenet continue to build on the company's success and maintain high standards in its provision of supported housing. Demand for service remains consistently high. Safenet offer an established service based on best practice, providing guidance and inspiration to others in the field.

Financial Review

The income and expenditure and the company's financial position at the end of the year are shown on pages 10 and 11 of the financial statements. As in previous years, Safenet has provided high quality supported housing for women, children and men escaping domestic abuse Lancashire and Greater Manchester. Whilst these are the bases, Safenet accept referrals from across the UK as part of a national network of safe refuge services. Demand for services remains consistently high.

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

Report of the Directors (Continued)

Employees

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

The Board

The Board comprises 9 (2021: 9) Non-Executive Directors who are responsible for providing strategy and direction to the Group ensuring synergies and opportunities are maximising the Group's potential and diverse service offering. The Non-Executive Directors are trustees for charity purposes. The Non-Executive Directors who served during the year and up to the date of the signing of these financial statements are listed on page 1.

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

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

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

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

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

Group Audit & Assurance Committee

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

Remuneration Committee

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

Pensions

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

Principal Risks and Uncertainties

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

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

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

Report of the Directors (Continued)

Risk Management

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

Plans for future periods

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

Key objectives include:

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

SWAG

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

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

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

- Promoting a gendered understanding of domestic abuse and violence as a cause and consequence of women's inequality within society.
- Promoting service development and quality in line with national best practice, including the Women's Aid National Quality Standards.

Charity Code of Governance

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

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

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

Reserves Policy

The Syncora Reserves Policy states that we will aim to keep unrestricted reserves to cover at least two months of variable expenditure to cover costs that are not contract related where we may not have notice of changes. The current level of free reserves is £696,000 (2021: £250,000). 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 £20,000.

The Directors will monitor and review the level of reserves annually, in line with guidance issued by the Charity Commission. As a result of this, we do not have to retain large reserves and the current level of unrestricted reserves is sufficient for this. However, reserves are also built up to enable investment in accommodation to grow and expand the service. This will be over and above those reserves represented by fixed assets within the charity's balance sheet.

Report of the Directors (Continued)

Going Concern

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

- compliance, additional income provided from local councils to cover costs for extra safehouses and staff to cover this. The lockdown restrictions ceased in July 2021.
- At 31 March 2022, following a surplus of £258,000 (2021: £67,000) SafeNet had net assets of £1.541m (2021: £1.256m).
- SafeNet are forecasting positive cash flows and a future profitable performance and have secured a number of contracts across Lancashire and Greater Manchester commencing 22/23, increasing turnover by over 35%.

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

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

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

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

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

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

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

Statement as to disclosure of information to auditors

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

Auditor

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

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



.....
Stephen Aggett

Company Secretary

5 September 2022

For the year ended 31 March 2022

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

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

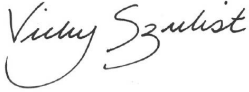
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing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

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

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

Use of our report

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



Vicky Szulist

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

Manchester

30th September 2022

Statement of Financial Activities

For the year ended 31 March 2022

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

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

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

The notes on pages 13 to 20 form part of the accounts.

Statement of Financial Position
At 31 March 2022

	Note	2022 £'000	2021 £'000
Fixed assets			
Tangible fixed assets	9	888	838
Current assets			
Debtors	10	566	437
Cash at bank and in hand		<u>965</u>	<u>329</u>
		1,531	766
Creditors: amounts falling due within one year	11	<u>905</u>	<u>348</u>
Net current assets		<u>626</u>	<u>418</u>
Net assets		<u><u>1,514</u></u>	<u><u>1,256</u></u>
FUNDS			
Unrestricted funds			
General Unrestricted Funds	14	1,382	1,088
Restricted funds			
Fixed asset Restricted Fund	14	132	136
General Restricted Fund	14	-	32
Total Funds		<u><u>1,514</u></u>	<u><u>1,256</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 13 to 20 were approved by the Directors and authorised for issue on 5 September 2022 and signed on its behalf by:



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

Notes to the Financial Statements

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

1. Accounting Policies

Basis of Preparation

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Updated 1 January 2019) (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006, and are presented in sterling £'000 which is the functional currency of the entity.

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

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going Concern

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

- compliance, additional income provided from local councils to cover costs for extra safehouses and staff to cover this. The lockdown restrictions ceased in July 2021.
- At 31 March 2022, following a surplus of £258,000 (2021: £67,000) SafeNet had net assets of £1.541m (2021: £1.256m).
- SafeNet are forecasting positive cash flows and a future profitable performance and have secured a number of contracts across Lancashire and Greater Manchester commencing 22/23, increasing turnover by over 35%.

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

Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. It is not considered that there are any judgements (apart from those involving estimates) that have had a significant effect on amounts recognised in the financial statements.

Other key sources of estimation and assumptions:

Tangible fixed assets.

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

Income

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

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

Investment income is recognised on a receivable basis.

Notes to the Financial Statements (continued)

1. Accounting Policies (continued)

Expenditure

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

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

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

Pensions

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

FRS 102 disclosure exemptions

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

Irrecoverable VAT

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

Tangible fixed assets and depreciation

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

Freehold land is not depreciated.

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

Major components and their useful economic lives are as follows:

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

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

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

Operating leases

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

Restricted funds

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

Unrestricted funds

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

Notes to the Financial Statements (continued)

2. Donations and Legacies

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

3. Income from Investments

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

4. Income from Charitable Activities

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

5. Analysis of Charitable Expenditure

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

6. Net Incoming Resources

Net incoming resources are stated after charging:

	Note	2022 £'000	2021 £'000
Auditors Remuneration		7	5
Depreciation of tangible fixed assets	9	47	49
Operating lease costs: other	15	316	437
		<u>370</u>	<u>491</u>

Notes to the Financial Statements (continued)

7. Employees

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

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

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

Pension obligations

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

8. Key Management Personnel Remuneration

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

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

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

	2022	2021
	Number	Number
£60,000 to £70,000	1	1
£70,000 to £80,000	<u>1</u>	<u>1</u>

Directors' emoluments

Directors are members of the Syncora Limited Board, a holding company with a common board for each of its subsidiaries, which are SafeNet, Acorn and Calico Enterprise. These members received a total remuneration of £33,000 in 2021 (2021: £38,000).

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

Notes to the Financial Statements (continued)

9. Tangible Fixed Assets

	Freehold Property	Leasehold Improvements	Computer Equipment	Fixtures & Fittings	Total
<i>Cost</i>	£'000	£'000	£'000	£'000	£'000
As at 31 March 2021	635	165	196	280	1,276
Additions	-	-	45	52	97
Disposals	-	-	(144)	(100)	(244)
As at 31 March 2022	<u>635</u>	<u>165</u>	<u>97</u>	<u>232</u>	<u>1,129</u>
<i>Depreciation</i>					
As at 31 March 2021	63	52	154	169	438
Charge for period	8	3	17	19	47
Disposals	-	-	(144)	(100)	(244)
As at 31 March 2022	<u>71</u>	<u>55</u>	<u>27</u>	<u>88</u>	<u>241</u>
Net Book Value					
31 March 2022	<u>564</u>	<u>110</u>	<u>70</u>	<u>144</u>	<u>888</u>
31 March 2021	<u>572</u>	<u>113</u>	<u>42</u>	<u>111</u>	<u>838</u>

10. Debtors

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

11. Creditors: amounts falling due within one year

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

12. Deferred income

	2022 £'000	2021 £'000
Balance at 1 April	134	98
Amount released to income	(134)	(98)
Amount deferred in the year	376	134
Balance at 31 March	<u>376</u>	<u>134</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 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'000	General Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000
Tangible Fixed assets (Note 9)	755	132	887	702	136	838
Net Current assets	627	-	627	386	32	418
Net movement in funds	1,382	132	1,514	1,088	168	1,256

14. Movements in funds

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

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

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

15. Restricted Funds

Fixed Asset Restricted Fund

Capital Grants include:

The Henry Smith Charity donated £100,000 for freehold property renovation costs.
Take Pride Community Fund granted £25,200 for improvements.
Francis C Scott Charitable Trust donated £15,000 for fixtures and fittings.
Garfield Weston Foundation donated £25,000 for communal garden.

Notes to the Financial Statements (continued)

15. Restricted Funds (continued)

General Restricted Funds

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

Funding Source	Project	Total at 31 March 2021 £'000	Income £'000	Expendi- ture £'000	Tran- sfer £'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)	-	-
		<u>32</u>	<u>1,092</u>	<u>(1,124)</u>	<u>-</u>	<u>-</u>

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

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

Notes to the Financial Statements (continued)

16. Financial Commitments

Capital Commitments

There are no capital commitments.

Operating leases

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

	2022 £'000	2021 £'000
Land and buildings:		
Within one year	323	437
More than one year	-	231
	<u> </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 £33,000 in 2022 (2021: £38,000).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SAFENET DOMESTIC ABUSE AND SUPPORT SERVICES LTD

England & Wales - Charity number 1091544

Accounts

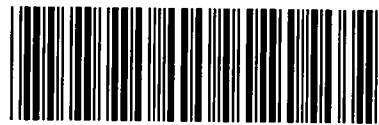
COMPANY NUMBER: 3860803
CHARITY NUMBER: 1091544

SAFENET DOMESTIC ABUSE AND SUPPORT SERVICES LTD

Report and Financial Statements

Year ended 31 March 2021

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COMPANIES HOUSE

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Directors, Executive Officers, Advisors and Bankers

Board Directors

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

Executive Officers

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

Company Leads

Managing Director Helen Gauder
Head of Support Services Alex Atkinson

Registered Office Centenary Court
Croft Street
Burnley
BB11 2ED

Registered Number 3860803
Charity Number 1091544

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

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

Bankers Yorkshire Bank
25 Manchester Road
Burnley
Lancashire
BB11 1HX

Report of the Directors

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

Objectives

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

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

Governing Document

Safenet is registered as a Charity (no. 1091544) with the Charity Commission. The Charity is constituted as a Company limited by guarantee (no. 3860803) and is governed by its Articles of Association. New Articles of Association were adopted on 10 January 2018.

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

Group Structure

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

Public Benefit

Using the the Charity Commission's general guidance on public benefit in planning future activities, the Directors consider how planned activities will contribute to the aims and objectives. SafeNet undertakes and manages its activities in line with the above objectives through the provision of support contracts. Directors receive regular updates on performance and feel that the objectives have been achieved as set out in the next section.

Activities

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

Covid-19 Safe Services

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

Live Chat On-line & Digital Support Services

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

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

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

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

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

Report of the Directors (Continued)

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

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

SafeNet Services to Victims of Domestic Abuse

Accommodation Based Services

Safe Accommodation – Communal Refuges

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

Safe Houses – Move On Accommodation Support

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

Dedicated Male Victims Safe Houses

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

Community Based Support Services

Domestic Violence and Abuse Outreach Service – Bury

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

Floating Support Service – Rochdale

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

Who and What Safenet Support?

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

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

All individual and group work with children is designed to:

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

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

Staff Health and Wellbeing

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

Development of Organisation and Staff

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

Growth

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

Report of the Directors (Continued)

Achievements and Performance

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

Growth Targets 2020 - 2021

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

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

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

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

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

Stability for company /Services

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

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

New Opportunities

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

Elevate SafeNet's Profile

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

5 Partnership Work with Key Partners and Stakeholders

Strategic / Geographical Development

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

Internal Collaboration

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

6 Focus on staff potential and wellbeing

Performance & development framework & Leaders Journey

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

Practice (Clinical) Supervision for all frontline staff

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

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

Report of the Directors (Continued)

Financial Review

The income and expenditure and the company's financial position at the end of the year are shown on pages 11 and 12 of the financial statements. As in previous years, Safenet has provided high quality supported housing for women, children and men escaping domestic abuse Lancashire and Greater Manchester. Whilst these are the bases, Safenet accept referrals from across the UK as part of a national network of safe refuge services. Demand for services remains consistently high.

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

Employees

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

Growth Targets 2021 - 2022

Plans for Future Periods

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

Priorities and Targets for 2021 – 2022

Key objectives include:

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

SWAG

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

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

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

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

Board

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

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

Report of the Directors (Continued)

Board (continued)

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

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

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

Conflict Resolution Policy

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

Risk Management

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

NHF Code of Governance

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

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

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

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

Reserves Policy

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

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

Statement of Directors' Responsibilities

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

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

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

Report of the Directors (Continued)

Statement of Directors' Responsibilities (continued)

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

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

Statement as to disclosure of information to auditors

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

Covid-19

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

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

Going Concern

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

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

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

Auditor

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

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



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

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

Opinion

We have audited the financial statements of Safenet Domestic Abuse and Support Services Limited "the charitable company" for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the directors' report, which includes the directors' Report and the strategic report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the directors' report have been prepared in accordance with applicable legal requirements.

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

As explained more fully in the Directors Responsibilities Statement set out on pages 6-7, the Directors (who are also the trustees for charity purposes) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. 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.

Beever and Struthers

Lee Cartwright (Senior Statutory Auditor)
For and on behalf of
BEEVER AND STRUTHERS
Statutory Auditor
St George's House
215/219 Chester Road
Manchester M15 4JE

Date: 24 September 2021

Statement of Financial Activities

For the year ended 31 March 2021

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

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

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

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

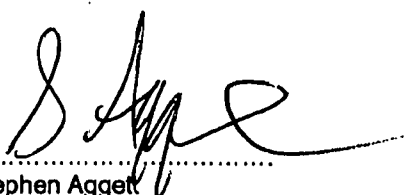
Statement of Financial Position

At 31 March 2021

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

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

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



Stephen Aggett

Company Secretary

Date: 14 September 2021

For the year ended 31 March 2021

Notes to the Financial Statements

1. Accounting Policies

Basis of Preparation

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Updated 1 January 2019) (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006, and are presented in sterling £'000 which is the functional currency of the entity.

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

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going Concern

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

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

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

Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. It is not considered that there are any judgements (apart from those involving estimates) that have had a significant effect on amounts recognised in the financial statements.

Other key sources of estimation and assumptions:

Tangible fixed assets.

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

Income

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

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

Investment income is recognised on a receivable basis.

Expenditure

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

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

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

Notes to the Financial Statements (continued)

1. Accounting Policies (continued)

Pensions

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

FRS 102 disclosure exemptions

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

Irrecoverable VAT

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

Tangible fixed assets and depreciation

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

Freehold land is not depreciated.

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

Major components and their useful economic lives are as follows:

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

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

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

Operating leases

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

Restricted funds

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

Unrestricted funds

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

Notes to the Financial Statements (continued)

2. Donations and Legacies

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

3. Income from Investments

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

4. Income from Charitable Activities

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

5. Analysis of Charitable Expenditure

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

6. Net Incoming Resources

Net incoming resources are stated after charging:

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

Notes to the Financial Statements (continued)

7. Employees

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

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

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

8. Key Management Personnel Remuneration

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

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

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

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

	2021 Number	2020 Number
£60,000 to £70,000	1	1
£70,000 to £80,000	1	-
£80,000 to £90,000	-	-

Directors' emoluments

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

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

Notes to the Financial Statements (continued)

9. Tangible Fixed Assets

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

10. Debtors

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

11. Creditors: amounts falling due within one year

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

12. Analysis of net assets between funds

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

Notes to the Financial Statements (continued)

13. Movements in funds

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

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

14. Restricted Funds

Fixed Asset Restricted Fund

Capital Grants include:

The Henry Smith Charity donated £100,000 for freehold property renovation costs.
Take Pride Community Fund granted £25,200 for improvements.
Francis C Scott Charitable Trust donated £15,000 for fixtures and fittings.
Garfield Weston Foundation donated £25,000 for communal garden.

General Restricted Funds

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

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

15. Financial Commitments

Capital Commitments

There are no capital commitments.

Operating leases

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

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

Notes to the Financial Statements (continued)

16. Parent Undertaking

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

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

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

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

No other accounts include the results of the charity.

17. Related Party Transactions

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

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

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

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

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

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

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

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

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

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

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

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

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