

COMPANY NUMBER: 3860803
CHARITY NUMBER: 1091544

SAFENET DOMESTIC ABUSE AND SUPPORT SERVICES LTD

Report and Financial Statements

Year ended 31 March 2020

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Directors, Executive Officers, Advisors and Bankers

Board

Directors

Richard Jones CBE (Chair)
Karen Ainsworth (Vice Chair)
Andrew Henderson
Anne Coates
Georgina Nolan (resigned 6 July 2020)
Grahame Elliott CBE
Kelly Shaw
Lynn McCracken
Michelle Pilling
Mushtaq Khan
Sharon Livesey

Company Secretary

S Aggett

Registered Office

Centenary Court
Croft Street
Burnley
BB11 2ED

External Auditor

Beever & Struthers
Chartered Accountants and Business Advisors
St George's House
215-219 Chester Road
Manchester
M15 4JE

Solicitors

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

Bankers

Yorkshire Bank
25 Manchester Road
Burnley
Lancashire
BB11 1HX

Report of the Directors

The Directors are pleased to present their annual Directors' report together with the financial statements of the charity for the year ending 31 March 2020 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 and Activities

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 2019/20 were:

WAFE National Standards

In February 2020, following a desktop and on-site assessment, SafeNet were awarded Women's Aid's National Quality Mark, and commended for good practice in relation to our pioneering work at Jane's Place 'with some of the most damaged and excluded survivors'. The National Panel also noted SafeNet's No Recourse to Public Funds (NRPF) policy as an example of good practice. The Panel noted that SafeNet has some excellent practice and knowledge around the physical, emotional and sexual health needs of survivors. The Panel also noted good practice in relation to supporting children and young people, for example, arrangements made by SafeNet for childcare when a survivor with NRPF goes into hospital to give birth to her third child. The Panel also made a number of minor recommendations to be addressed within 6 months.

Lead Provider for Safe Refuge Services for Lancashire County Council (LCC)

In July 2019, SafeNet tendered for and were awarded the LCC contract for safe refuge services in Lancashire as Lead Provider. We began delivering the contract as Lancashire Refuges' service on 22nd September 2019. The contract value is £871,000 pa for 3 years with a possible 2-year extension. SafeNet's partnered with the remaining specialist domestic abuse service providers in Lancashire, Progress Housing (Leyland & Chorley); Fylde Coast Women's Aid (Fylde and Wyre) and the Liberty Centre (West Lancs, Skelmersdale) subcontracting to them as delivery partners.

As part of the new contract, SafeNet now deliver refuge services in the Borough of Pendle, transferring both the staff team and the existing refuge building into SafeNet/Calico. SafeNet continue to deliver Burnley Refuge, Jane's Place (also Burnley), Lancaster, Preston, Rochdale refuge services. We have one referral system for all refuge provision in Lancashire, a new web-site and live daily updates on refuge spaces available.

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, responding to emergency referrals from partner agencies, admitting women and their children, 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, we deliver safe house accommodation in Burnley, Lancaster and Rochdale which offer 2nd stage move-on facilities for those moving on from refuge but who may not yet be ready for a fully independent resettlement. 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 House We deliver a specialist dedicated 3 x unit Male Victim Safe House, 2 units for single men and one able to accommodate a man fleeing violence with children.

COMMUNITY BASED SUPPORT SERVICES

Domestic Violence and Abuse Outreach Service – Bury

In August 2019 we were commissioned to deliver a new Domestic Violence and Abuse Outreach Service in Bury for up to 40 families/victims/survivors in the community at any one time

IDVA Service – Blackpool

We deliver a community based Independent Domestic Violence Advisor (IDVA) service in the Blackpool area to those experiencing domestic abuse and who are assessed as high risk by referral agencies. IDVA's advocate on behalf of

Report of the Directors (Continued)

clients referred into MARAC (Multi Agency Risk Assessment Conference) where statutory agencies work in partnership to agree a safety plan for the victim and children involved.

Floating Support Service – Rochdale

We deliver a floating support service in Rochdale, supporting resettlement and community-based casework, as part of the integrated DA service for Rochdale

Group-work Support – Lancaster

We have a drop-in community group-work support service based in Lancaster centre delivering several group-work programmes each week for victims and survivors, both in refuge services and in the local community.

Who and What We 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.

Inter-Agency Working

We contribute effectively to inter-agency working in Lancashire and Greater Manchester, leading work in a number of areas. We work to raise the profile of SafeNet; to promote awareness of domestic abuse and the range of services available.

Finance and Resource Management

We manage our finances to ensure that SafeNet has sufficient funds to maintain core services in the short and long term, and ensure that all SafeNet premises, resources and working practices meet recognised standards for quality, security and health and safety.

Development of Organisation and Staff

We 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.

Public Benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, 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.

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:

Achievements and Performance

SafeNet has achieved targets or has targets on-going or pending for 2019 -20 as follows:

Report of the Directors (Continued)

Growth Targets 2019 - 2020

1. Maintain existing SafeNet services:

- **Maintain Refuge Services**
ACHIEVED – LCC contract secured in July, delivered from Sept for 3 + 2 years
- Secure Specialist Accommodation Services: Jane's Place Recovery Refuge & the Male Victim Safe House
ACHIEVED – previously un-commissioned, included in LCC's funding framework from Sept 2019.
ACHIEVED – Men's safe house maintained
- Maintain and grow community based support services
ACHIEVED – Blackpool IDVA Service; Rochdale Floating Support and Lancaster Community Group-work support services maintained

2. Extend and expand SafeNet specialist services in Lancashire and beyond, to support more victims and survivors of abuse

- New Opportunities
ACHIEVED – New Bury Domestic Violence and Abuse Outreach Service, 40 'units' of support from October 2019 to end Sept 2022 with a possible further 2 years
ACHIEVED – New SafeNet Pendle Refuge established as an outcome of the 2019 LCC commission
- Safe houses
ACHIEVED – New Safe House established in Rochdale, building purchased by SafeNet
- Elevate SafeNet's Profile
ACHIEVED – Significant progress achieved raising SafeNet's profile as Lead Provider of DA Refuge Services in Lancashire with greater strategic presence plus via focus on Social Media

3. Partnership Work

- Strategic / Geographical Development
ACHIEVED – we have 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 – we have worked across the Calico Group at different levels, internal training and key projects
- Establish 'SafeNet Supporter's Group'
ACHIEVED – we have supported the development of the recently established 'SafeNet Supporters Group' for Patrons, Ambassadors and Supporters

4. Focus on staff potential and wellbeing

- Performance & development framework & Leaders Journey
ACHIEVED – we have 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 – we have supported and improved wellbeing: Practice (Clinical) Supervision; wellbeing activities

This is our 9th year as part of The Calico Group, and the partnership has proven immensely beneficial. We continue to work closely and strategically via shared goals, policies and procedures and work to strengthen our position in relation to existing contracts and future proposals to extend domestic violence and similar support services. We continue to build on our success and maintain high standards in our provision of supported housing. Demand for our service remains consistently high. We offer an established service based on best practice, providing guidance and inspiration to others in the field.

During 2019/20 we worked to ensure that high quality services were maintained and that developments were planned and continued to be adequately resourced in priority areas.

Staff Performance

SafeNet staff team have been through significant changes during this year, with some turnover of staff due to funding changes and restructuring, which is not unusual for our service. SafeNet has continued to extend its staff team. Reflecting our organisation's ethos of being 'run by women, for women' our staff team continues to be women only. That said we had our first male support worker join our Burnley support team, seconded from within the Calico group, to deliver support to male victims. Our team is diverse, with a wide range of staff from different backgrounds and with a wider 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. Sickness levels are low which evidences a well-motivated team.

Report of the Directors (Continued)

We are able to attract a wide range of staff from different backgrounds to our business. The diversity of our employees within SafeNet Domestic Abuse and Support Services Limited is 100% female, 10% who self-identify as disabled and 22% from a BME background. The latter 2 measures are largely reflective of the communities we serve.

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, we have provided high quality supported housing for women, children and men escaping domestic abuse, in East, Central South and North Lancashire areas, and this year we extended our remit to include services in Blackpool. Whilst these are our bases, we accept referrals from across the UK as part of a national network of safe refuge services. Demand for our services remains consistently high.

We have worked hard to raise funds for our children's services and to build links with local schools, though identifying funding for additional support for children this has become increasingly difficult.

Growth Targets 2020 - 2021

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 2020 – 2021

Our key objectives include:

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

- Employees have lived experience
- Staff are satisfied with their job role
- Volunteers are happy with the opportunities provided

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

- Positive reserves position
- Rated good with commendations
- 0 incidents of non-compliance
- Over 90% of customers are satisfied with the service

3 Maintain & improve existing SafeNet Support Services, delivering high quality inspiring support services and programmes to promote and enable change

- Secure 2 further years by 2022 & deliver LCC contract to 2024
- Financial health to increase turnover 5% year on year
- Deliver Rochdale Refuge Service to 2022
- Children in Need continuation funding (Burnley)
- 95% of victims and survivors would recommend SafeNet (measure to be devised by 2023)
- Local/Regional/National recognition of SafeNet's specialist and innovative domestic abuse services
- Roll out specialist support work (ie bespoke risk and safety plans for sex work) developed in-house by end 2020
- Quarterly staff training sessions (12 x sessions) including specialism / diversity / outcomes training - support for underrepresented or marginalised groups
- Develop a BAME Service Manager role to lead & develop our specialist BAME service
- Achieve safe and sustainable community based services over next 3 years – a community group worker in place in Burnley by end 2022
- Achieve stable funding for Lancaster community group work services by 2023
- Increase no of women, children and men supported in floating support services by 10% year on year and number of groups delivered
- Develop 'Everyday Safe' Group work Programme for Women
- Campaign – Women's Safety in Taxi's, in partnership with Taxi Licencing Units across Lancashire
- Achieve WAFE or equivalent standard by September 2021 as required
- Meet LCC KPI Targets as Lead Provider
- Monitor and support sub-contractors performance to meet LCC Contract
- Achieve Rochdale and Bury KPI's

Report of the Directors (Continued)

4 To grow SafeNet and extend SafeNet Services in Lancashire and beyond

- Gain 1 new contract/service per year
- Establish large Rochdale Safe House by Sept 2020
- Explore corporate sponsorship as an additional revenue stream by March 2020 – utilise contacts from Men Speak Out Conference for potential Business Sponsorship
- 2 additional safe houses per year (potential for Rochdale Middleton and Bury in 2020)
- Daily web update for Lancashire Refuges vacancies/occupancy
- On-line 'virtual refuge tour' by 2021 plus additional on-line service measures 1 x pa
- 50 tweets and 50 Facebook posts pa
- Social platforms reviewed in real time
- Visitors are satisfied with information / service received
- Attend local, county & regional inter-agency forums i.e. LDAF meetings quarterly x 12 pa
- Attend University/College/Workplace open days and conferences x 4 pa
- Identify and link with charity which aligns with Safenet vision by July 2020

5 Partnership Work: to work with key partners and stakeholders to deliver professional and effective solutions

- SafeNet take strategic lead in the development and shaping of domestic abuse services in Lancashire
- Deliver 'Men Speak Out Against VAWG' Conference by March 2020
- Safenet to deliver external training to 48 professionals annually or deliver 4 external training sessions pa
- SafeNet to attend appropriate multi-agency fora's in Lancashire and Greater Manchester
- Bi-monthly SafeNet Business Meetings in partnership with Calico Exec
- Deliver 2 x induction training programmes pa
- Deliver 2 x training session pa to group
- Launch 1 new Supporters Group pa (Preston, Lancaster, Rochdale...)
- Increase the number and diversity of supporters
- Support events and talks 2 x pa
- Raise/increase funds and goods through fundraising activities and donations
- Practically support for service users, arranging donations of food, clothes, household goods for resettlement

6 Staff Development and Wellbeing

- 4x staff developed to change to new roles internally pa
- Increase retention by 3% in 2020
- Deliver 1 training session per quarter to develop staff
- Increase retention in SLT by 2021
- Practice supervision for staff in each location minimum of 4 x per year
- 2x minimum Team Wellbeing Activities (walk, social etc) pa
- Consult staff for future wellbeing activities by Sept 2020
- Each refuge to have minimum 1 student on placement per year
- Refresh volunteer programme by 2022

Structure, Governance and Management

Group Structure

Syncora Limited (registered number 11171831) a company limited by guarantee was established as the holding company in 2018. Syncora has 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 holding company will sit between the legal entities and the Calico Group Board. This new arrangement will enhance continued growth by integrating service and company offers and allowing competition with larger scale 'lead' providers.

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.

Report of the Directors (Continued)

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 our response to domestic abuse, to grow our services and to provide more safe accommodation to more people who need it. SWAG supports the interests of victims and survivors of domestic abuse accessing our 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 our 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.

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, 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 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.

Governing Document

The Company 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 the Company being wound up members are required to contribute an amount not exceeding £1.

Appointment of Directors

Syncora Limited may by ordinary resolution appoint a person who has been approved by The Calico Group Limited.

The minimum number of Directors per the Articles of Association is 3 and a maximum number of 12.

Directors' Induction and Training

Upon appointment, new Directors receive the following:

- A copy of the Statutory Information of the Incorporated Company;
- A copy of the most recent Annual Report and Accounts;
- Access to the Policy and Procedures manual;
- A copy of the Charity Commissioners Guide to the responsibilities of a Charity Directors;
- Copies of the previous minutes of Director Meetings.

A programme has been established to continuously develop professional and effective boards of Directors throughout the Calico Group so that they can manage business successfully. The main objectives of the programme are to:

- Strengthen the role of the boards.
- Equip Directors to make considered decisions and address challenging problems.
- Ensure boards work within legal frameworks and comply with regulatory standards.
- Establish boards as leaders with the vision to determine strategic direction.

Organisation

The activities of the charity are divided into work streams – the provision of housing related support (Refuge Support) and management of the housing service, support to children both resident and non-resident (Children's Services), Community Based Support Services offering support to victims in legal and court process (IDVA Service).

Each of these areas is provided with support and guidance from the employees of The Calico Group Limited under the direction of the Managing Director Helen Gauder.

Report of the Directors (Continued)

Related Parties

SafeNet Domestic Abuse and Support Services is a subsidiary of Syncora Ltd. Employees of The Calico Group Limited provide services, e.g. payroll to the employees of SafeNet Domestic Abuse and Support Services. An arm's length charge is made for these services. The day to day management of the charity is delegated to the Managing Director.

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.

Reserves Policy

The objective of having unrestricted funds in reserve is to enable the charity to cope with unplanned events. Very often, the effects of the event can be managed in the long term, but the charity needs reserves in the meantime. There is no rule on how large reserves should be; this will depend a great deal on the nature of the charity's activities and the level of external risk perceived by the Directors. It will also depend on what other action the charity is taking to mitigate the effects of the external threats, as this will affect the level of reserves required.

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. We would take advantage of the notice periods on funding arrangements to allow us to remodel the service. 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 £190,000. This is a calculation of the unrestricted funds less the tangible fixed assets. We have not designated anything for essential future spending. Our targeted reserves level are £26,000. 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.

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

Governance Development

Directors / Board Members have been appraised annually and individual and group development planned. The governance function will be further developed through an appropriate development plan including key priorities as follows:

- Consideration of size, representation, skills and experience and diversity of the Directors, and the inclusion of service users.
- Develop a succession and recruitment strategy for the future.
- Develop more information and resources for members co-ordinated into a Board member resource pack which will include all of the constitutional requirements.
- Carry out director appraisals on a regular basis and provide a development plan to respond to identified needs.

Voluntary Help

Over the past year we have recruited several new volunteers in addition to existing volunteers. They have been trained to assist residents in practical tasks and life skills. They provide additional emotional support alongside the existing paid staff. Volunteers typically work five hours per week. The financial statements exclude costs for voluntary help, which cannot be quantified.

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).

Statement of Directors' Responsibilities (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

Report of the Directors (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 these 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.

NHF Code of Governance

As a Group we have chosen to adopt the NHF Code of Governance as an appropriate set of governance principles.

The Code deals with our Board, the way it operates, our constitution, the role of chair, the chief executive, equalities and probity, in fact everything which you would expect to see in a well-run Board and organisation. Each year, we review whether we fully comply with this Code - where we do not, we agree an action plan and do what is necessary to comply with the Code.

The Board certifies that the Company is pleased to report full compliance with this Code where relevant for the year ended 31 March 2020 following an annual review that took place in March 2020.

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

At the time of signing the Financial Statements, COVID-19 has been declared a pandemic. The Calico Group Board is confident that SafeNet Domestic Abuse and Support Services Ltd remains a Going Concern for the following reasons:

Following the lockdown announcement in March 2020 the Group Board instigated its Business Continuity arrangements, which meant that all services within SafeNet Domestic Abuse and Support Services Ltd 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.

Additional Local Authority income has been received by SafeNet Domestic Abuse and Support Services Limited due to the businesses successful provisions of its services during the pandemic, which has assisted with the increase in number of staff to cover the additional safehouses the organisation has been credited with. This has contributed to the business being able to demonstrate their ability to increase and maintain their positive cash position.

The lockdown restrictions started to be lifted in June 2020, since then we have started to remobilise the business including increasing 1:1 interaction with admissions and those requiring additional assistance within the refuges.

Stress testing of the business included scenarios for the areas that are likely to be most affected by the pandemic, the pausing of projects and increases in demand for vulnerable services. All of the scenarios tested demonstrate that the business has sufficient funds to cover potential increases in costs as a result of COVID-19.

The Calico Group 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
7th September 2020

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

Opinion

We have audited the financial statements of Safenet Domestic Abuse and Support Services Limited "the charitable company" for the year ended 31 March 2020 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 section 1A "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 2020 and of its incoming resources and application of resources loss 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

We have nothing to report to you in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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 directors of the charitable company for the purposes of company law) 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 (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:

- 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 page 7, the Directors (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 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site 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.

Lee Cartwright (Statutory Auditor)
(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: 9 October 2020

Statement of Financial Activities

For the year ended 31 March 2020

| | Note | Total Unrestricted Funds | Total General Restricted Funds | Total Restricted Fixed asset Funds | Total Funds | Total Funds |
|---|------|--------------------------------|---|---|--------------------------------------|--------------------------------------|
| | | Year ended 31 March 2020 | Year ended 31 March 2020 | Year ended 31 March 2019 | Year ended 31 March 2020 | Year ended 31 March 2019 |
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Income | | | | | | |
| Donations and legacies | 2 | 20 | - | - | 20 | 28 |
| Income from investments | 3 | 1 | - | - | 1 | 1 |
| | | <u>21</u> | <u>-</u> | <u>-</u> | <u>21</u> | <u>29</u> |
| Income from Charitable activities | 4 | <u>2,702</u> | <u>589</u> | <u>-</u> | <u>3,291</u> | <u>2,761</u> |
| Total income | | <u>2,723</u> | <u>589</u> | <u>-</u> | <u>3,312</u> | <u>2,790</u> |
| Expenditure | | | | | | |
| Expenditure on Charitable activities | 5 | <u>2,749</u> | <u>553</u> | <u>-</u> | <u>3,302</u> | <u>2,872</u> |
| Total expenditure | | <u>2,749</u> | <u>553</u> | <u>-</u> | <u>3,202</u> | <u>2,872</u> |
| Net income/(expenditure) for the year | 6 | (26) | 36 | - | 10 | (82) |
| Gross Transfers between funds | 13 | <u>4</u> | <u>-</u> | <u>(4)</u> | <u>-</u> | <u>-</u> |
| Net Movement in Funds | | (22) | 36 | (4) | 10 | (82) |
| Total Funds Brought Forward at 1 April 2019 | | <u>1,035</u> | <u>-</u> | <u>144</u> | <u>1,179</u> | <u>1,261</u> |
| Total Funds Carried Forward at 31 March 2019 | 13 | <u>1,013</u> | <u>36</u> | <u>140</u> | <u>1,189</u> | <u>1,179</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 14 to 20 form part of the accounts.

Statement of Financial Position

| At 31 March 2020 | Note | 2020 £'000 | 2019 £'000 |
|---|-------------|-----------------------|-----------------------|
| Fixed assets | | | |
| Tangible fixed assets | 9 | 823 | 850 |
| Current assets | | | |
| Debtors | 10 | 423 | 371 |
| Cash at bank and in hand | | 248 | 420 |
| | | <u>671</u> | <u>791</u> |
| Creditors: amounts falling due within one year | 11 | 305 | 462 |
| Net current assets | | <u>366</u> | <u>329</u> |
| Net assets | | <u>1,189</u> | <u>1,179</u> |
| Unrestricted funds | | | |
| General Unrestricted Funds | 13 | 1,013 | 1,035 |
| Restricted funds | | | |
| Fixed asset Restricted Fund | 13 | 140 | 144 |
| General Restricted Fund | 13 | 36 | - |
| | | <u>1,189</u> | <u>1,179</u> |
| Total Funds | | <u>1,189</u> | <u>1,179</u> |

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

The financial statements on pages 14 to 20 were approved by the Directors and authorised for issue on 7th September 2020 and signed on its behalf by:

Stephen Aggett
Company Secretary
7th September 2020

Notes to the Financial Statements

1. Accounting Policies

Basis of accounting

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.

Going concern

The financial statements have been prepared on a going concern basis as the Directors are of the opinion that the Company has adequate resources to continue in operational existence for the foreseeable future.

At the time of signing the Financial Statements, COVID-19 has been declared a pandemic. The Group Board is confident that SafeNet Domestic Abuse and Support Services Ltd remains a Going Concern for the following reasons:

Following the lockdown announcement in March 2020 the Group Board instigated its Business Continuity arrangements, which meant that all services within SafeNet Domestic Abuse and Support Services Ltd 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.

Additional Local Authority income has been received by SafeNet Domestic Abuse and Support Services Limited due to the businesses successful provisions of its services during the pandemic, which has assisted with the increase in number of staff to cover the additional safehouses the organisation has been credited with. This has contributed to the business being able to demonstrate their ability to increase and maintain their positive cash position.

The lockdown restrictions started to be lifted in June 2020, since then we have started to remobilise the business including increasing 1:1 interaction with admissions and those requiring additional assistance within the refuges.

Stress testing of the business included scenarios for the areas that are likely to be most affected by the pandemic, the pausing of projects and increases in demand for vulnerable services. All of the scenarios tested demonstrate that the business has sufficient funds to cover potential increases in costs as a result of COVID-19.

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

Other than investment properties, 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.

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.

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

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.

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

| | 2020 £'000 | 2019 £'000 |
|-----------|-----------------------------|-----------------------------|
| Donations | 20 | 28 |
| | <u>20</u> | <u>28</u> |

3. Income from Investments

| | 2020 £'000 | 2019 £'000 |
|--------------------------|-----------------------------|-----------------------------|
| Bank interest receivable | 1 | 1 |
| | <u>1</u> | <u>1</u> |

4. Income from Charitable Activities

| | Unrestricted Funds 2020 £'000 | Restricted Funds 2020 £'000 | Total Funds 2020 £'000 | Total Funds 2019 £'000 |
|-------------------------------------|--|--|---------------------------------------|---------------------------------------|
| Support contracts | 902 | 589 | 1,491 | 1,034 |
| Contributions in respect of tenants | 1,794 | - | 1,794 | 1,717 |
| Training fees | 6 | - | 6 | 10 |
| | <u>2,702</u> | <u>589</u> | <u>3,291</u> | <u>2,761</u> |

5. Analysis of Charitable Expenditure

| | Unrestricted Funds 2020 £'000 | Restricted Funds 2020 £'000 | 2020 Total £'000 | 2019 Total £'000 |
|--------------------|--|--|---------------------------------|---------------------------------|
| Direct Costs: | | | | |
| Staff Costs | 1,642 | 507 | 2,149 | 1,963 |
| Other Direct Costs | 1,107 | 46 | 1,153 | 911 |
| | <u>2,749</u> | <u>553</u> | <u>3,302</u> | <u>2,874</u> |

6. Net Incoming Resources

Net incoming resources are stated after charging:

| | 2020 £'000 | 2019 £'000 |
|---------------------------------------|-----------------------------|-----------------------------|
| Depreciation of tangible fixed assets | 42 | 40 |
| Operating lease costs: other | 160 | 147 |
| Auditor's fees | 4 | 3 |
| | <u>206</u> | <u>190</u> |

Notes to the Financial Statements (continued)

7. Employees

| | 2020 £'000 | 2019 £'000 |
|-----------------------|----------------------|----------------------|
| Staff costs: | | |
| Salaries and wages | 1,949 | 1,789 |
| Social security costs | 143 | 135 |
| Other pension costs | 57 | 39 |
| | <u>2,149</u> | <u>1,963</u> |

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

| | 2020 No. | 2019 No. |
|--|--------------------|--------------------|
| Direct charitable activities | 100 | 94 |
| Management and administration of the charity | 23 | 17 |
| | <u>123</u> | <u>111</u> |
| Number of Full Time Equivalent Employees | 74 | 67 |

8. Key Management Personnel Remuneration

| | 2020 £'000 | 2019 £'000 |
|---|----------------------|----------------------|
| The aggregate emoluments paid to or receivable by Directors | 41 | 42 |
| The aggregate emoluments paid to or receivable by executive officers | 65 | 61 |
| The emoluments paid to the highest paid executive officer excluding pension contributions | 62 | 58 |
| Pension cost for current officers | 3 | 3 |
| Total key management personnel remuneration | 65 | 61 |

One employee earned over £60,000 per annum. (2019: 1)

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 £42,000 in 2020 (2019: £41,000).

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 £'000 | Leasehold improvements £'000 | Computer equipment £'000 | Fixtures and fittings £'000 | Total £'000 |
|-------------------------|-------------------------------|------------------------------------|--------------------------------|-----------------------------------|----------------|
| Cost | | | | | |
| At 1 April 2019 | 635 | 165 | 155 | 242 | 1,197 |
| Additions | | - | 9 | 6 | 15 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| Total at 31 March 2020 | 635 | 165 | 164 | 248 | 1,212 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| Depreciation | | | | | |
| At 1 April 2019 | 47 | 46 | 120 | 134 | 347 |
| Charge in year | 8 | 3 | 15 | 16 | 42 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| Total at 31 March 2020 | 55 | 49 | 135 | 150 | 389 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| Net book values | | | | | |
| At 31 March 2020 | 580 | 116 | 29 | 98 | 823 |
| | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> |
| At 1 April 2019 | 588 | 119 | 35 | 108 | 850 |

10. Debtors

| | 2020 £'000 | 2019 £'000 |
|--------------------------------|---------------|---------------|
| Prepayments and accrued income | 107 | 82 |
| Trade Debtors | 238 | 217 |
| Inter group balances | 78 | 72 |
| | <hr/> | <hr/> |
| | 423 | 371 |
| | <hr/> <hr/> | <hr/> <hr/> |

11. Creditors: amounts falling due within one year

| | 2020 £'000 | 2019 £'000 |
|----------------------|---------------|---------------|
| Accruals | 63 | 140 |
| Deferred income | 98 | |
| Trade Creditors | 49 | 64 |
| Inter group balances | 95 | 258 |
| | <hr/> | <hr/> |
| | 305 | 462 |
| | <hr/> <hr/> | <hr/> <hr/> |

Notes to the Financial Statements (continued)

12. Analysis of net assets between funds

| | Restricted Funds 2020 | General Unrestricted Funds 2020 | Restricted Funds 2019 | General Unrestricted Funds 2019 |
|-----------------------|--------------------------|---------------------------------------|--------------------------|---------------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| Tangible fixed assets | 140 | 683 | 144 | 706 |
| Net current assets | 61 | 305 | 0 | 329 |
| | <u>201</u> | <u>988</u> | <u>144</u> | <u>1,035</u> |

13. Movements in funds

| | Total at 31 March 2019 | Incoming Resources | Outgoing Resources | Gross Transfers between Funds | Total at 31 March 2020 |
|-----------------------------|---------------------------|-----------------------|-----------------------|--|------------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| General Unrestricted Funds | 1,035 | 2,723 | 2,749 | 4 | 1,013 |
| Fixed Asset Restricted Fund | 144 | - | - | (4) | 140 |
| General Restricted Funds | 0 | 589 | 553 | - | 36 |
| | <u>1,179</u> | <u>3,312</u> | <u>3,302</u> | <u>-</u> | <u>1,189</u> |

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 2019 £'000 | Income £'000 | Expenditure £'000 | Transfers £'000 | Total at 31 March 2020 £'000 |
|----------------------------|--|------------------------------------|-----------------|----------------------|--------------------|------------------------------------|
| Lancashire County Council | MHCLG | - | 148 | (148) | - | - |
| BBC Children in Need | Domestic Violence Children's Workers | - | 54 | (40) | - | 14 |
| Blackpool City Council | Independent Domestic Violence Advisors | - | 231 | (214) | - | 17 |
| CIF Social Investment Fund | | - | 5 | - | - | 5 |
| Francis C Scott | Lancaster Children Worker | - | 17 | (17) | - | - |
| Big Lottery | Support Workers | - | 110 | (110) | - | - |
| Vera | Shed | - | 25 | (25) | - | - |
| Wolsternholme | | | | | | |
| | | <u>0</u> | <u>590</u> | <u>(554)</u> | <u>-</u> | <u>36</u> |

Notes to the Financial Statements (continued)

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:

| | 2020 £'000 | 2019 £'000 |
|--|---------------|---------------|
| Land and buildings: Within one year | 164 | 145 |

16. Parent Undertaking

The Company is a 100% subsidiary of Syncora Ltd, a Company registered in England and Wales.

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

Consolidated Syncora and Calico group accounts which include the results of the charity can be obtained from:

- The 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, the parent company

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 £42,000 in 2020 (2019: £41,000).

During the year, Syncora recharged £14,000 (2019: £45,000).

At 31 March 2020, the company owed Syncora £1,000 (2019: £45,000).

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

During the year, Homes recharged rents amounting to £190,000 and office costs amounting to £113,000 (2019: £300,000).

At 31 March 2020, the company owed Homes £91,000 (2019: £200,000).

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

During the year, Enterprise supplied cleaning, painting & decorating services amounting to £4,000 (2019: £2,000).

At 31 March 2020, the company owed Enterprise £3,000 (2019: £6,000).

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

At 31 March 2020, Acorn owed the company £78,000 (2019: £72,000).

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

At 31 March 2020, the company owed DMC £Nil (2019: £6,000).