

Company number: 05203237

Charity number: 1106864

# SafeLives

Report and financial statements  
For the year ended 30 June 2017

Contents

For the year ended 30 June 2017

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Reference and administrative information

For the year ended 30 June 2017

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<b>Company number</b>	05203237	<b>Country of incorporation</b>	United Kingdom
<b>Charity number</b>	1106864	<b>Country of registration</b>	England and Wales

**Registered office and operational address** Suite 2a  
Whitefriars  
Lewins Mead  
Bristol, BS1 2NT

**Trustees** Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

I Boyer (Chair)	Appointed 28 July 2017
C M Maurice (Chair)	Resigned 19 September 2017
N Barton	
S Berelowitz	Resigned 13 December 2016
H Clare	Appointed 21 July 2017
D Good	Appointed 7 December 2016, resigned 21 February 2017
C Mason	
A May	
K Nawrockyi	Appointed 7 December 2016
U Patel	Appointed 7 December 2016
O Pinkney	
R Taylor	

<b>Key management personnel</b>	D Barran	Chief Executive (till 14th December 2017)
	S Jacob	Chief Executive (from 15th December 2017)
	J Silver	Previously Deputy Chief Executive Director of Practice

**Bankers** NatWest Bank  
PO Box 2702, 3 Temple Back East  
Bristol, BS1 9BW

<b>Solicitors</b>	Ramsay Paterson Lynwood Newland Garden Sherborne, Dorset DT9 3AF	Anthony Collins Solicitors LLP 134 Edmond Street Birmingham B3 2ES
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**Auditors** Sayer Vincent LLP  
Chartered Accountants and Statutory Auditors  
Invicta House, 108–114 Golden Lane  
London, EC1Y 0TL

The Trustees present their report and the audited financial statements for the year ended 30 June 2017. Our thanks go to our survivors, friends and families group, our staff, our funders, partner agencies and other stakeholders for their part in delivering another successful year. We would also like to thank Clare Maurice in particular who has led the charity so well as Chairman of the Board for the past 6 years.

The reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

For the first time, we have produced an annual impact report. As a result, some of the discussion of our impact in this report is briefer than in previous years. Our annual impact report can be found by going to the SafeLives website and clicking on the link on the homepage.

## **Objectives and activities**

The objects for which the charity is established are to advance for the public benefit in the United Kingdom, or elsewhere, such purposes as are recognised as exclusively charitable under the law of England and Wales, and in particular to promote best practice and understanding among the public, voluntary and statutory agencies in all matters relating to domestic abuse and family violence, its causes, remedies and prevention.

The Trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The Trustees report the progress of the activities that underpin each strategic priority and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

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

SafeLives has developed a strategy, which sets out our priorities and plans in the furtherance of our charitable objectives, covering the period 2015 – 2018.

### **Our Strategy**

SafeLives' goal remains to transform the UK's response to domestic abuse by implementing our blueprint, working with the whole family from initial identification through to step down and recovery.

The 2015 – 2018 strategy has 5 main priorities:

1. Developing new interventions and ways of working to fill the gaps in the UK's response to domestic abuse
2. Building on SafeLives' existing approach to helping high-risk victims
3. Giving a platform to victims, and their families and friends, to demand change
4. Using our evidence to convince stakeholders, get the right public policy and win sustainable funding for services
5. Increasing SafeLives' sustainability as an organisation

Over the five years from 2015 to 2020 SafeLives aims to:

- Double the number of families who can live in safety
- Halve the average time it takes to get effective help

We will begin a review of our strategy in 2018 when we will set out updated priorities and aims for the coming 5 years. This review will also include evaluating progress against the aims and objectives listed in the 2015 – 18 strategy.

### **Key Developments**

During the last financial year, our founder and CEO Diana Barran announced that she would be stepping down from her role. After a full search and selection process, the trustees were delighted to appoint Suzanne Jacob OBE as the next CEO of SafeLives. Suzanne joined SafeLives three years ago and has been Deputy CEO for the past two years. I would like to take this opportunity to welcome Suzanne as CEO, effective December 2017, and wish her well with her new responsibilities.

On behalf of the trustees, I also thank Diana for her vision in setting up SafeLives fourteen years ago and for the dynamism and determination with which she built the charity. Diana's leadership has enabled SafeLives to transform the response and support received by victims of domestic abuse in the UK. The staff and trustees are excited about the prospect of building on Diana's work under the leadership of the new CEO.

### **Progress against Strategic Priorities and Activities**

#### **1: Developing new interventions and ways of working to fill the gaps in the UK's response to domestic abuse**

The past year has seen continued progress with all three of the major partnership projects which we believe will deliver new interventions and ways of working. The Drive project, developed in partnership with Social Finance and Respect, is now working in 3 sites, Essex, South Wales and West Sussex, working with high harm perpetrators of domestic abuse whose partners are referred

to the local Marac ("Multi-agency risk assessment conference"). At the end of year 2 of Drive (September 2017), the project was working with 85% of its target number of case allocations (381 actual cases versus target 450). Evidence is beginning to emerge both anecdotally, and more recently from the University of Bristol evaluation team, which shows the highly complex profile of the perpetrators worked with on Drive. The vast majority have additional needs in relation to mental ill health, substance use and homelessness, with heavy involvement with the child protection system. The combination of both support for these individuals to change their behaviour and challenge to manage the harm that they pose is showing encouraging signs of positive impact and has unquestionably uncovered a group who have been ineffectively served by agencies to date.

Good progress is being made too with the Penta project, which aims to develop 5 new approaches to fill the gap in our response to domestic abuse. This includes support for couples who are not separating, victims with complex needs, children and young people, those at medium risk of harm and finally, longer term recovery and resilience support. Our approach to developing these interventions has been led entirely by survivors of domestic abuse, working together with the SafeLives team and our expert partners. We are grateful to the survivors who have helped shape this work, and our 5 expert partners for their part in this project. We now have agreed the scope of the first 3 interventions (complex needs, couples who don't separate and medium risk) and are finalising the last two (children and young people, and recovery and resilience building). We have appointed the University of Central Lancashire to evaluate our project, together with the Women's Aid "Change that Lasts" approach. We look forward to commissioning the new work and beginning delivery next year.

The One Front Door project aims to create an integrated and whole family multi agency response to domestic abuse. Delivery of the One Front Door pilots has been more challenging with a lot of change and financial pressures in the local authority areas where we are working, however, our team are making solid progress. We have been working mainly in Bexley and Suffolk, together with their local safeguarding and domestic abuse services to create and test a model that fits their local context while achieving the goals of earlier intervention and a more integrated response. Further testing of the approach will take place next year.

## **2: Build on SafeLives' existing risk-led approach**

The combination of specialist support and a coordinated multi agency response continue to form the foundation of all our work, reflecting the needs of survivors and addressing their safety. We remain the largest provider of accredited qualifications in our sector and, through our Knowledge Hub, support almost 300 Marac's around the country who in turn are addressing the safety of over 65,000 victims and their 80,000 children. This is the largest response to domestic abuse nationally.

This year has seen us develop the model further both in terms of new content, new audiences and use of technology. Our suite of professional qualifications has been extended and now includes

## Trustees' annual report

### For the year ended 30 June 2017

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specialist modules for those working as longer-term outreach workers, with victims of sexual violence and with young people who experience domestic abuse.

We are also proud to have led the development of the accredited culture change programme for the police known as DA Matters, which, at 30<sup>th</sup> June 2017 has now been delivered to 4,650 first responders spread across 7 police forces. More police forces have signed up to this training programme since year end.

We are increasingly using technology to help extend our reach and are delighted that the new SafeLives Community of domestic abuse practitioners now has over 600 members. Similarly, we have worked to redesign Insights, our outcome evaluation tool, which was relaunched in October 2017. We have used the data from Insights to underpin a series of deep dives into particular groups of survivors who are often poorly served by existing services including those facing so called 'honour based' violence, young people and those at risk of homelessness.

### **3: Amplifying the voices of those with lived experience of domestic abuse**

This year has seen a step change in the way we work with survivors of domestic abuse, to amplify their voices. As noted above, our SafeLives Pioneers, a small group of 'experts by experience' who are closely supporting our work, have led the focus groups and consultations with other survivors all around England, Wales and Scotland to shape and develop our new interventions as well as refine the risk led approach. The quality of these conversations has been really high and we have benefited a great deal organisationally.

We have also opened the conversation internally, inviting colleagues with lived experience to contribute to these developments if they wish to. A number have chosen to do this and we are grateful to them for their courage in doing this.

We have also included our Pioneers in meetings with government departments, with funders and they led a session at our annual staff conference.

In all this work, we are prioritising the safety and well-being of those involved.

### **4: Using our evidence to convince stakeholders, get the right public policy and win sustainable funding for services**

With the announcement of a Domestic Violence and Abuse Bill in the Queen's Speech, this is a particularly important area of focus for SafeLives. We have shared 3 core messages with all policy makers and commissioners which we believe are key to achieving a transformed response to domestic abuse. These are:

- The right resources at the right time to make people safe, sooner.
- To understand the whole picture for an individual and family, to give an effective response.
- To stop asking, "Why doesn't she leave?" and start asking "Why doesn't he stop?"

We continue to use our unique datasets from the Marac's and Insights, as well as new data from Drive, to evidence the need for both high quality and sufficient provision as well as the benefits of a multi-agency approach.

We are pleased that the policy environment in relation to work with perpetrators is evolving in a positive way and also at the interest from a wide range of Government departments in our data and evidence, as well as our proactive approach to involving survivors of abuse in these conversations.

Important publications this year included 'A Cry for Health' which focused on the value of providing domestic abuse services in a hospital setting for victims who do not access the criminal justice system, 'Whole Lives' which analysed our data sets for Scotland and identified important differences in the response that a victim would receive between England and Scotland, and most recently 'Safe Young Lives' which focused on the experience of young people living with domestic abuse.

#### **5: Increasing SafeLives' sustainability as an organisation**

The focus on supporting and developing our team has continued with the finalisation of an organisation-wide learning and development plan for the year. We have also improved internal opportunities for promotion, with 26% of the new posts created in the past year being filled by existing members of staff. The importance of solid induction and great support with learning and development is crucial, as we welcomed 23 new members of staff this year. Supporting a dispersed workforce is also important, as 27% of our team are not based in either our Bristol or London offices.

As noted above, we produced our first annual impact report, giving us a well-evidenced and accessible document which both holds us to account on the impact we achieve and also helps explain this to outside audiences and stakeholders.

We are pleased to have broadened our range of income sources in the past few years and reduced substantially our reliance on statutory funding. Fee income and grant funding from charitable foundations now accounts for 53% of our total income, up from just 36% three years ago.

Our unrestricted reserves remain at the lower end of the range set by trustees. The target reserves level is set at a level to cover the risks we face, and also to ensure we have a small investment reserve in order to respond swiftly to opportunities. Building unrestricted reserves remains a challenge, but we have some opportunities to do this from any small surpluses that we are able to retain from our fee earning activities.

#### **Structure, governance & management**

SafeLives is a charitable company limited by guarantee, incorporated on 11 August 2004 and registered as a charity on 18 November 2004. The organisation was established under a



**Trustees' annual report**

**For the year ended 30 June 2017**

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Memorandum of Association, which established the objects and powers of the organisation, and is governed by its articles of association.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the financial statements.

**Governance**

Trustees are appointed for a 3 year term that may be renewed for another 3 years. Trustees are selected on the basis of their skills and experience, and to ensure an appropriate mix of skills and diversity in the Board. There is a full induction programme for new Trustees and the chance to observe different activities of SafeLives. In the past year, new Trustees brought particular skills in relation to safeguarding and diversity issues.

The Trustees are responsible for the governance of the charity according to the terms of the Memorandum and Articles of Association. They have delegated authority for the day-to-day running of the charity to the CEO. They have created a Finance Sub-Committee that is responsible for overseeing the finances of the charity and for making recommendations to the full Board. The CEO, the Head of Finance and other senior managers (latter as needed) attended the Finance Sub-Committee meetings.

The Trustees have also established a Remuneration Committee of three Trustees that is responsible for approving the overall remuneration policy of the charity and, in particular, the remuneration of the CEO and the Directors. The Remuneration Committee meets when necessary but at least once a year. The Remuneration Committee reviews the remuneration of the Executive team and key management personnel by reference to market rates and external benchmarks.

Full Trustee and Finance Sub-Committee Meetings are held on a quarterly basis.

**Organisational Structure and Management**

The charity is led by the CEO and supported by the deputy CEO and Director of Practice. We have a strong operational management team consisting of the heads of each team who are responsible for the creation and delivery of our operating plan, the tight oversight of our finances and development and support of our staff.

The average number of employees, on a full time equivalent basis, for the year increased from 51 to 61, reflecting the growth in our major partnerships. At year end the organisation employed 65 full time equivalent employees, an increase of 22% year on year.

## Risk Management

Risk management remains one of the most important responsibilities of the Board of Trustees. The charity maintains a Risk Register, which tracks a range of risks to the organisation, including those posed by changes in the sector, demand for services, levels of funding and staffing. The Register is reviewed at every quarterly Trustee meeting and any changes in risk levels are noted and a mitigation plan is in place for each. The Risk Register considers the risks facing the charity grouped into 6 categories: organisational resilience – people; organisational resilience – systems; partnerships; environment; funding and delivery. Funding, organisational resilience – systems and organisational resilience – people are the 3 categories which currently have the highest risk score, and so are currently receiving the most management attention. The risks in these 3 categories and the actions we are taking to mitigate them are as follows:

1. Organisational resilience – people. In order to deliver on our plans and strategy we need the right number and mix of motivated people with appropriate skills and experience. 2016 was a year of high staff turnover, and so in 2017 we have been prioritising reviewing reward and recognition systems for all staff, and developing a comprehensive learning and development plan. This work will be continued into 2018, and supplemented by additional work such as a planned staff satisfaction survey. Planning for the changes at the top of the organisation (new chair and new CEO) has been a priority for the Trustee board, supported by SLT, and a detailed transition plan is being carefully implemented for both roles.
2. Organisational resilience – systems. To operate efficiently and effectively, we need all parts of SafeLives to be supported by robust infrastructure. We have made a lot of progress in this regard in 2016/17 – we have reviewed our IT infrastructure with our IT providers and have replaced our server; we have also installed new dedicated broadband lines and have upgraded our IT security and backup arrangements. Additionally, the finance team has reviewed and updated all of its key processes and outputs. In 2017/18 we will be (a) looking at how we get best use out of all of our IT applications (b) reviewing our data protection policies and practices ahead of the new General Data Protection Regulations and (c) conducting a comprehensive overhaul and re-write of our staffing policies and procedures, in order to give managers and staff better support.
3. Funding. We need to ensure all of our operations and projects achieve full cost recovery, and SafeLives is a viable concern. SafeLives has been gradually reducing its reliance on statutory funding in recent years, and has successfully grown other sources of income – notably funding from grant making trusts, donations and fee-earning activities. With several current sources of restricted funding expiring during 2017/18, and current project funding supporting projects through to 2019/20, we are now working on our longer term financial plans and fundraising strategy.

We rely on expert advice from our external advisers in relation to employment law, data protection, health and safety and in some tax and accounting matters. The budget is reforecast at

quarterly intervals and monthly management accounts are produced which include a cash flow forecast and balance sheet as well as income and expenditure statement.

### Financial Review

Total income in the year to June 2017 was £4,594k, representing a decrease of £751k or 14% on the prior year. As noted in the 2016 Report and Accounts, we received £1m of grant funding in respect of the One Front Door project – this income was recognised in full during 2015/16, and is held in a restricted fund. Expenditure will be charged against this fund over the expected duration of the project until 2020, and accordingly £294k was charged to the fund in respect of the delivery of the project this year. Only £24k of income for One Front Door was recognised this year (2015/16 £1,051k). Income for the Knowledge Hub declined by 20% reflecting lower funding from the Home Office, and income for the Research, Evaluation and Analysis team fell by over a third as fee income and grant income both declined. Conversely, the higher level of activity in the Drive project saw income increase by 27% to £1,231k, although much of this income funds the direct work of our delivery and strategic partners, rather than work undertaken by SafeLives.

Activity on the Beacon site project grew substantially with income rising by just over 200% to £628k and expenditure from £138k to £565k. Our Learning and Accreditation fee income was broadly flat at £1,051k while our consultancy income from commissioner support declined by 28% to £188k, with a concomitant decline in expenditure. Total expenditure stood at £4,770k leaving a full year deficit of £176k, although as noted above, this largely reflects the recognition of all the One Front Door income last year.

The movement in income can be analysed as follows:

Income £000's	2016/17	2015/16	Change
One Front Door	24	1,051	(1,027)
Drive	1,231	968	263
Beacons	628	205	423
<b>Sub- total Projects</b>	<b>1,883</b>	<b>2,224</b>	<b>(341)</b>
Other Operations	2,711	3,121	(410)
<b>Total income</b>	<b>4,594</b>	<b>5,345</b>	<b>(751)</b>

## Trustees' annual report

For the year ended 30 June 2017

Income from other operations changed as follows:

Income £000's	2016/17	2015/16	Change	Reason
Knowledge Hub	724	901	(177)	Lower level of funding from Home Office
Research, evaluation & analysis	267	424	(157)	Reduced funding of Insights work, with grants from several trusts expiring in 2015/16
Commissioner support	188	261	(73)	Lower level of consultancy work
Learning & accreditation	1,051	1,106	(55)	Lower level of training activity and different mix of training
Donations/misc	481	429	52	
<b>Other Operations Income</b>	<b>2,711</b>	<b>3,121</b>	<b>(410)</b>	

The charity's cost mix has also changed in 2016/17, principally reflecting more activity and resource being directed towards the projects, with lower levels of funding and activity in relation to other operations:

Costs £000's	2016/17	2015/16	Change
One Front Door	294	70	224
Drive	1,165	764	401
Beacons	565	138	427
<b>Sub- total Projects</b>	<b>2,024</b>	<b>972</b>	<b>1,052</b>
Knowledge Hub	804	812	(8)
Research, evaluation & analysis	295	478	(183)
Commissioner support	190	248	(58)
Learning & accreditation	979	1,066	(87)
Fundraising costs	165	94	71
Other costs	313	321	(8)
<b>Sub-total other operations costs</b>	<b>2,746</b>	<b>3,019</b>	<b>(273)</b>
<b>Total Costs</b>	<b>4,770</b>	<b>3,991</b>	<b>779</b>

Included in the £1,165k of Drive expenditure £839k relates to payments made to project partners (2016: £432k).

Fundraising costs have increased during the year, as we have increased the size of the fundraising team in order to increase the size and mix of our donor base.

Excluding payments to our delivery partners, the income attributable directly to SafeLives own work was £3,755k and the expenditure was £3,931k.

### **Reserves**

Reserves have fallen by 8% from last year end to £2,112k this year. Restricted reserves hit a high point last year due to the timing of funds being received on the major projects, and during 2016/17 project activity has increased and these funds have started to be used. Restricted funds at June 2017 were £1,446k, with £1,296k/90% being funds in respect of the 3 main projects (Drive, Beacons and One Front Door).

Unrestricted reserves fell by £82k from £749k at the start of the year to £667k at June 2017. During the year, the Trustees conducted a review of the target reserves levels, taking into account the charity's operating and financial model, and the latest updated risk register. Following this review, the level of target unrestricted reserves was changed from the previous threshold target of £850k to a target range of £600k to £800k.

Reserves continued to be invested in cash, and as predicted last year, cash balances have fallen during the year from £1,998k to £1,869k. This downward trend will continue into 2017/18 as we continue to invest the funds already received in respect of the main projects.

### **Planning for the Future**

Our new strategy and strategic priorities remain unchanged, and are due for review in 2018. Our new CEO will work closely with the Board and the senior leadership team to build on the current strategy. More information about our strategy can be found on our website at [www.safelives.org.uk](http://www.safelives.org.uk).

Our vision remains unchanged – we want an end to domestic abuse, and we won't stop until all families are safe. Our strategy is to transform the UK's response to domestic abuse by the implementation of our blueprint, developing new interventions and ways of working with our partners. The strategy is broken down into 5 main areas:

1. Developing new interventions and ways of working to fill the gaps in the UK's response to domestic abuse
2. Building on our existing risk-led approach
3. Amplifying the voices of those with lived experience of domestic abuse
4. Using our evidence to convince stakeholders, get the right public policy and win sustainable funding for services
5. Increasing SafeLives' sustainability as an organisation.

### Going Concern

The Trustees have reviewed the charity's plans and forecasts and the risk register, and have concluded that there are no material risks or uncertainties which would bring into doubt the charity's ability to continue to operate as a going concern into the foreseeable future.

### Statement of responsibilities of the trustees

The trustees (who are also directors of SafeLives for the purposes of company law) are responsible for preparing the Trustees' annual 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 Trustees 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 Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The Trustees are responsible for keeping adequate 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.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The Trustees 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.

**Trustees' annual report**

**For the year ended 30 June 2017**

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Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 30 June 2017 was 5 (2016: 5). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

**Auditors**

Sayer Vincent LLP were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

The Trustees' annual report has been approved by the Trustees on 6<sup>th</sup> December 2017 and signed on their behalf by

Isabel Boyer  
Chair

## Independent auditors' report

To the members of

SafeLives

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### Opinion

We have audited the financial statements of SafeLives (the 'charitable company') for the year ended 30 June 2017 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of 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 30 June 2017 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
- 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 in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees 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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees 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



## Independent auditors' report

To the members of

SafeLives

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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 trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

## 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 trustees' annual 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' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

## Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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.

## Independent auditors' report

### To the members of

#### SafeLives

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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

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.

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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions

## Independent auditors' report

To the members of

SafeLives

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are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Judith Miller (Senior statutory auditor)

18 December 2017

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

## Statement of financial activities (incorporating an income and expenditure account)

For the year ended 30 June 2017

		2017			2016		
	Note	Unrestricted £	Restricted £	Total £	Restated Unrestricted £	Restated Restricted £	Restated Total £
<b>Income from:</b>							
Donations	2	345,979	133,550	<b>479,529</b>	340,435	87,500	427,935
Charitable activities							
Learning & Accreditation	3	1,022,264	28,721	<b>1,050,985</b>	1,053,050	52,851	1,105,901
Knowledge Hub	3	13,156	710,500	<b>723,656</b>	20,449	880,163	900,612
Research, Evaluation & Analysis	3	102,385	165,000	<b>267,385</b>	127,753	296,000	423,753
Commissioner Support	3	188,347	-	<b>188,347</b>	255,804	5,000	260,804
Drive	3	-	1,230,622	<b>1,230,622</b>	-	968,191	968,191
Beacons	3	-	628,409	<b>628,409</b>	3,328	201,557	204,885
One Front Door	3	-	23,857	<b>23,857</b>	-	1,051,272	1,051,272
Investments	4	1,629	-	<b>1,629</b>	1,195	-	1,195
<b>Total income</b>		<b>1,673,760</b>	<b>2,920,659</b>	<b>4,594,419</b>	<b>1,802,014</b>	<b>3,542,534</b>	<b>5,344,548</b>
<b>Expenditure on:</b>							
Raising funds	5	164,778	-	<b>164,778</b>	94,233	-	94,233
Charitable activities							
Learning & Accreditation	5	969,845	8,721	<b>978,566</b>	1,013,555	52,851	1,066,406
Knowledge Hub	5	8,936	795,198	<b>804,134</b>	31,267	780,917	812,184
Research, Evaluation & Analysis	5	152,585	142,692	<b>295,277</b>	175,657	302,403	478,060
Commissioner Support	5	189,175	725	<b>189,900</b>	248,434	-	248,434
Drive	5	-	1,165,311	<b>1,165,311</b>	30,202	734,264	764,466
Beacons	5	100,000	465,266	<b>565,266</b>	-	138,433	138,433
One Front Door	5	-	293,706	<b>293,706</b>	71	70,095	70,166
Practice	5	-	-	<b>-</b>	22,518	-	22,518
Other	5	188,471	124,988	<b>313,459</b>	209,608	86,534	296,142
<b>Total expenditure</b>		<b>1,773,790</b>	<b>2,996,607</b>	<b>4,770,397</b>	<b>1,825,545</b>	<b>2,165,497</b>	<b>3,991,042</b>
<b>Net movement in funds (being net (expenditure)/income for the year)</b>		<b>(100,030)</b>	<b>(75,948)</b>	<b>(175,978)</b>	<b>(23,531)</b>	<b>1,377,037</b>	<b>1,353,506</b>
<b>Transfers between funds</b>	17	17,212	(17,212)	-	-	-	-
<b>Reconciliation of funds:</b>							
Total funds brought forward	17	749,370	1,538,681	<b>2,288,051</b>	772,901	161,644	934,545
<b>Total funds carried forward</b>	17	<b>666,552</b>	<b>1,445,521</b>	<b>2,112,073</b>	<b>749,370</b>	<b>1,538,681</b>	<b>2,288,051</b>

There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

Prior year figures have been restated to reflect the current year method for allocations of support and fundraising costs (see note 1 k)

**SafeLives****Balance sheet**

Company no. 05203237

**As at 30 June 2017**

	Note	£	2017 £	£	2016 £
<b>Fixed assets:</b>					
Tangible assets	11		15,777		27,438
Investments	12		100		100
			<u>15,877</u>		<u>27,538</u>
<b>Current assets:</b>					
Debtors	13	950,671		800,052	
Cash at bank and in hand	19	1,868,633		1,997,773	
		<u>2,819,304</u>		<u>2,797,825</u>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	14	723,108		537,312	
			<u>2,096,196</u>		<u>2,260,513</u>
<b>Net current assets</b>					
			<u>2,112,073</u>		<u>2,288,051</u>
<b>Total net assets</b>					
			<u>2,112,073</u>		<u>2,288,051</u>
<b>The funds of the charity:</b>					
Restricted income funds	16,17		1,445,521		1,538,681
Unrestricted income fund			666,552		749,370
			<u>2,112,073</u>		<u>2,288,051</u>
<b>Total charity funds</b>					
			<u>2,112,073</u>		<u>2,288,051</u>

Approved by the trustees on 6th December 2017 and signed on their behalf by

I Boyer  
Chair

**SafeLives****Statement of cash flows****For the year ended 30 June 2017**

	Note	2017	2016
		£	£
<b>Cash flows from operating activities</b>			
<b>Net cash used in operating activities</b>	18	(130,769)	1,043,576
<b>Cash flows from investing activities:</b>			
Interest from investments		1,629	1,195
Purchase of fixed assets		–	(36,237)
<b>Net cash provided by / (used in) investing activities</b>		<u>1,629</u>	<u>(35,042)</u>
<b>Change in cash and cash equivalents in the year</b>		<u>(129,140)</u>	<u>1,008,534</u>
Cash and cash equivalents at the beginning of the year		<u>1,997,773</u>	<u>989,239</u>
<b>Cash and cash equivalents at the end of the year</b>	19	<u><u>1,868,633</u></u>	<u><u>1,997,773</u></u>

**1 Accounting policies**

**a) Statutory information**

SafeLives is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is Suite 2a, Whitefriars, Lewins Mead, Bristol BS1 2NT.

**b) Basis of preparation**

The financial statements have been prepared in accordance with 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) (effective 1 January 2015) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

The accounts are presented for the parent charity only. The subsidiary undertaking CRARG Trading Limited has not been consolidated on the grounds that the activities are not material to the group as it is a dormant company.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**g) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**1 Accounting policies (continued)**

**h) Bad and doubtful debts**

SafeLives uses all reasonable endeavours to collect debts in respect of fees charged for services. Where items are over 12 months overdue and payment is looking to be extremely remote, the debt is written off in full (but will continue to be pursued). Debts which are over 90 days overdue, but under 1 year are reviewed on a regular basis, and a bad debt provision of 50% of the outstanding debt is made where appropriate.

**i) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

**j) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. Expenditure is allocated to six main charitable activities: Learning and Accreditation Programme, Young People's Programme, Knowledge Hub, Research Evaluation and Analysis, Practice Programmes and Commissioner Support.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**k) Allocation of support costs**

Support costs include central functions and are allocated to activity cost categories on a basis consistent with the use of resources.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

In 2016/17 the cost allocation methodology has been changed to show a more meaningful analysis of costs. Some central support costs (mainly communications and public affairs), are not as hitherto, allocated across activities, but are shown as other costs. Prior year expenditure has been restated.

**l) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**m) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £5,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Leasehold improvements Over the minimum lease period



**1 Accounting policies (continued)****n) Investments in subsidiaries**

Investments in subsidiaries are at cost.

**o) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

**p) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**q) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**r) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**s) Pensions**

The charitable company makes defined contributions to personal pension plans for employees. The annual contributions payable are charged to the Statement of Financial Activities as they fall due. The company complies with the current requirements in respect of pensions auto-enrolment.

**2 Donations**

	Unrestricted £	Restricted £	2017 total Total £	2016 Total £
Grants receivable				
Esmée Fairbairn Foundation	–	60,000	<b>60,000</b>	60,000
Zennström Philanthropies	75,000	–	<b>75,000</b>	75,000
Oak Foundation	93,333	–	<b>93,333</b>	93,333
John Ellerman Foundation	50,000	–	<b>50,000</b>	50,000
The Childwick Trust	10,000	–	<b>10,000</b>	–
Coutts Foundation	–	30,000	<b>30,000</b>	15,000
Segelman	25,000	12,500	<b>37,500</b>	–
Other donations	92,646	31,050	<b>123,696</b>	134,602
	<b>345,979</b>	<b>133,550</b>	<b>479,529</b>	<b>427,935</b>

## 3 Income from charitable activities

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
<b>Learning &amp; Accreditation Services</b>				
Home Office – IDVA training	185,000	–	<b>185,000</b>	191,700
Scottish Government	–	–	–	51,514
University of Bristol	–	8,721	<b>8,721</b>	1,337
Queen Anne's Gate Foundation	–	20,000	<b>20,000</b>	–
Fee income (excl Home Office)	837,264	–	<b>837,264</b>	861,350
Sub-total for Learning and Accreditation Services	1,022,264	28,721	<b>1,050,985</b>	1,105,901
<b>Knowledge Hub</b>				
Home Office – Marac	–	487,500	<b>487,500</b>	812,500
Home Office – Core Functions	–	128,000	<b>128,000</b>	–
Home Office – One Front Door Safeguarding	–	20,000	<b>20,000</b>	–
Comic Relief	–	–	–	20,000
Scottish Government – Marac	–	60,000	<b>60,000</b>	–
Assist – Scottish Marac Development	–	15,000	<b>15,000</b>	47,663
Fee income	13,156	–	<b>13,156</b>	20,449
Sub-total for Knowledge Hub/Marac programme	13,156	710,500	<b>723,656</b>	900,612
<b>Research, Evaluation &amp; Analysis</b>				
The Tudor Trust	–	–	–	30,000
BIG Lottery Fund	–	165,000	<b>165,000</b>	140,000
The Henry Smith Charity	–	–	–	40,000
Comic Relief	–	–	–	30,000
Northern Rock Foundation	–	–	–	20,000
Queen Anne's Gate	–	–	–	20,000
Dulverton Trust	–	–	–	16,000
Fee income	102,385	–	<b>102,385</b>	127,753
Sub-total for Research, Evaluation & Analysis	102,385	165,000	<b>267,385</b>	423,753

**3 Income from charitable activities (continued)**

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
<b>Commissioner Support</b>				
Lloyds Foundation	-	-	-	5,000
Fee income	188,347	-	<b>188,347</b>	255,804
Sub-total for Commissioner Support	188,347	-	<b>188,347</b>	260,804
<b>Drive</b>				
Essex Police & Crime Commissioner	-	239,000	<b>239,000</b>	156,030
Sussex Police & Crime Commissioner	-	219,000	<b>219,000</b>	186,453
South Wales Police & Crime Commissioner	-	339,000	<b>339,000</b>	57,833
Sussex Police & Crime Commissioner (PIF)	-	320,628	<b>320,628</b>	-
Tudor Trust	-	-	-	50,000
Lloyds Foundation	-	55,494	<b>55,494</b>	460,375
Comic Relief	-	57,500	<b>57,500</b>	57,500
Sub-total for Drive	-	1,230,622	<b>1,230,622</b>	968,191
<b>Beacons</b>				
Peter Cundill	-	51,557	<b>51,557</b>	51,557
Aurum Trust	-	175,000	<b>175,000</b>	100,000
Segelman	-	-	-	50,000
Esmée Fairbairn Foundation	-	62,000	<b>62,000</b>	-
BIG Lottery ( Women's Aid)	-	339,852	<b>339,852</b>	-
Fee Income	-	-	-	3,328
Sub-total for Beacons	-	628,409	<b>628,409</b>	204,885
<b>One Front Door</b>				
Home Office	-	-	-	1,000,000
Gifts in kind	-	23,857	<b>23,857</b>	51,272
Sub-total for One Front Door	-	23,857	<b>23,857</b>	1,051,272
Total income from charitable activities	1,326,152	2,787,109	<b>4,113,261</b>	4,915,418

**4 Income from investments**

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
Bank interest	1,629	-	<b>1,629</b>	1,195
	1,629	-	<b>1,629</b>	1,195

## 5 Analysis of expenditure

	Charitable activities											2017 Total £	2016 Total £	
	Cost of raising funds £	Learning & Accreditation Services £	Knowledge Hub £	Research, Evaluation & Analysis £	Commissioner Support £	Drive £	Beacons £	One Front Door £	Practice £	Other costs £	Governance costs £			Support costs £
Direct Staff Costs	135,325	306,205	558,544	185,414	124,679	200,162	309,386	174,142	-	156,431	6,568	226,844	<b>2,383,700</b>	1,961,105
Other People Costs	11,897	267,728	30,161	22,116	18,662	10,067	15,927	8,323	-	6,545	-	-	<b>391,426</b>	500,869
Delivery Costs	13,050	282,161	67,098	39,623	16,131	846,273	164,408	68,975	-	95,535	900	33,058	<b>1,627,212</b>	1,127,939
IT Costs	1,858	13,414	24,031	9,001	1,634	(1,131)	4,405	1,245	-	11,802	-	54,497	<b>120,756</b>	102,429
Office Costs	3	39,710	43,261	11,306	11,918	14,871	23,265	14,497	-	9,049	-	11,024	<b>178,904</b>	183,447
Other Costs	2,645	(3,972)	20,789	5,693	2,647	7,758	5,522	4,518	-	10,611	12,149	39	<b>68,399</b>	115,253
	<b>164,778</b>	<b>905,246</b>	<b>743,884</b>	<b>273,153</b>	<b>175,671</b>	<b>1,078,000</b>	<b>522,913</b>	<b>271,700</b>	<b>-</b>	<b>289,973</b>	<b>19,617</b>	<b>325,462</b>	<b>4,770,397</b>	<b>3,991,042</b>
Support costs	-	69,152	56,825	20,866	13,420	82,348	39,945	20,755	-	22,151	-	(325,462)	-	-
Governance costs	-	4,168	3,425	1,258	809	4,963	2,408	1,251	-	1,335	(19,617)	-	-	-
<b>Total expenditure 2017</b>	<b>164,778</b>	<b>978,566</b>	<b>804,134</b>	<b>295,277</b>	<b>189,900</b>	<b>1,165,311</b>	<b>565,266</b>	<b>293,706</b>	<b>-</b>	<b>313,459</b>	<b>-</b>	<b>-</b>	<b>4,770,397</b>	<b>3,991,042</b>
Total expenditure 2016	94,233	1,066,406	812,184	478,060	248,434	764,466	138,433	70,166	22,518	296,142	-	-	3,991,042	

£839k out of the £846k (2016: £432k of £476k) Drive delivery costs relates to payments made to project partners.

Other costs are made up as follows:

	2017	2016
Communications	227,478	263,943
Public Affairs	43,626	21,019
Practice	15,709	-
Other misc.	3,160	2,272
Governance & Support	23,486	8,908
	<b>313,459</b>	<b>296,142</b>

## Notes to the financial statements

For the year ended 30 June 2017

**6 Net income / (expenditure) for the year**

This is stated after charging:

	2017 £	2016 £
Depreciation (note 11)	11,661	8,799
Operating lease rentals:		
Property – lease	26,827	31,176
Property – service charges	25,793	24,551
Other	3,058	3,013
Auditors' remuneration (excluding VAT):		
Audit – current year	10,500	10,207
Audit – under provision in prior year	1,000	–
Other services	7,575	5,500
	<u>11,661</u>	<u>8,799</u>

**7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	2017 £	2016 £
Salaries and wages	2,106,207	1,723,827
Redundancy and termination costs	–	1,425
Social security costs	215,802	180,516
Employer's contribution to defined contribution pension schemes	61,691	55,337
	<u>2,383,700</u>	<u>1,961,105</u>
Costs related to self employed associates	391,425	500,869
	<u>2,775,125</u>	<u>2,461,974</u>

The redundancy costs were paid and settled in full during the period.

The following number of employees received employee benefits (excluding employer pension and national insurance costs) during the year between:

	2017 No.	2016 No.
£60,000 – £69,999	1	1
£70,000 – £79,999	2	1
£80,000 – £89,999	1	1
	<u>1</u>	<u>1</u>

The total employee benefits including employer pension contributions and employer's national insurance of the key management personnel were £324,638 in respect of 5 employees (2016: £298,824, in respect of 6 employees).

The charity trustees did not receive any remuneration and did not receive any benefits from the charity in the year (2016: £nil). No charity trustee received payment for professional or other services supplied to the charity (2016: £nil).

Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £nil (2016: £28) incurred by no (2016: 1) members relating to attendance at meetings of the trustees.

**Pensions**

	2017 £	2016 £
Pension amounts outstanding at 30 June	9,007	7,182
	<u>9,007</u>	<u>7,182</u>

**8 Staff numbers**

The average number of employees (based on head count) during the year was 67 (2016: 56)

The average number of employees (based on full-time equivalent of staff employed) during the year was as follows:

	2017 No.	2016 No.
Fundraising	4	2
Learning & Accreditation Programme	11	10
Knowledge Hub	12	13
Research, Evaluation & Analysis	12	12
Strategic projects	13	6
Commissioner Support	3	2
Support	6	6
	61	51
	61	51

**9 Related party transactions**

Diana Barran is a Trustee of Comic Relief. During the year ended 30 June 2016 Comic Relief awarded SafeLives a grant of £250,000 over 3 years towards the costs of the Drive programme. The second instalment (£57,500) of the grant was received during the year. Diana Barran took no part in the decision to award the grant.

Comic Relief funded £6,250 of consultancy work during the year. Diana Barran took no part in either bidding for the consultancy work, or awarding the contract.

Olivia Pinkney, Trustee, is Chief Constable of Hampshire Constabulary. During the year ended 30 June 2017 a contract of £10,000 was awarded to SafeLives with respect to the CARA Project. Olivia Pinkney took no part in the decision to award the contract.

Clare Maurice, Safelives' Chair of Trustees (until 19th September 2017), is a Trustee of the Childwick Trust. In the year ended 30 June 2017, the Childwick Trust awarded an unrestricted grant of £10,000 to Safelives. Claire Maurice has had no influence in terms of how these funds have subsequently been spent.

Caroline Mason, a Trustee of Safelives, is CEO of the Esmee Fairbairn Foundation. In 2014/15 The Esmee Fairbairn Foundation awarded a grant of £180,000 over three years towards the cost of the Director/Head of Communications and Marketing. The final £60,000 of the grant was received during the year. Caroline Mason took no part in the decision to award the grant, which was made prior to her appointment as CEO of the Foundation.

The Esmee Fairbairn Foundation also awarded a grant of £413,000 over five years towards the Beacon Site Project. The first instalment (£62,000) of the grant was received during the year. Caroline Mason took no part in the decision to award the grant.

There were no amounts owing to or from any related party as at 30 June 2017.

During the year, SafeLives received no donations from connected parties (2016: none).

**10 Taxation**

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 11 Tangible fixed assets

	Leasehold improvements £	Total £
<b>Cost or valuation</b>		
At the start of the year	36,237	36,237
Additions in year	-	-
At the end of the year	<u>36,237</u>	<u>36,237</u>
<b>Depreciation</b>		
At the start of the year	8,799	8,799
Charge for the year	11,661	11,661
At the end of the year	<u>20,460</u>	<u>20,460</u>
<b>Net book value</b>		
At the end of the year	<u>15,777</u>	<u>15,777</u>
At the start of the year	<u>27,438</u>	<u>27,438</u>

All of the above assets are used for charitable purposes.

## 12 Investments

The charitable company owns the whole of the issued ordinary share capital of CRARG Trading Limited, a company registered in England. The subsidiary is currently dormant.

	2017 £	2016 £
Investment in subsidiary company Represented by share capital	<u>100</u>	<u>100</u>
The aggregate of the assets, liabilities and fund was:		
Assets	100	100
Liabilities	-	-
Shareholders' Funds	<u>100</u>	<u>100</u>

## 13 Debtors

	2017 £	2016 £
Trade debtors	430,473	294,378
Other debtors	21,359	21,558
Prepayments	68,291	75,970
Accrued income	430,548	408,146
	<u>950,671</u>	<u>800,052</u>

Accrued income has increased during the year principally due to a grant receivable from the Sussex Police & Crime Commissioner in respect of the Drive programme. Trade debtors have increased during the year due to more sums receivable on grants.

All of the charity's financial instruments, both assets and liabilities, are measured at amortised cost. The carrying values of these are shown above and also in note 14 below.

## Notes to the financial statements

For the year ended 30 June 2017

## 14 Creditors: amounts falling due within one year

	2017 £	2016 £
Trade creditors	144,061	136,345
Taxation and social security	73,118	68,542
Other creditors	9,197	7,381
Accruals	211,040	142,283
Deferred income (note 15)	285,692	182,761
	<u>723,108</u>	<u>537,312</u>

Accruals include £75,449 (2016: £47,305) in respect of amounts payable to other partners on the Drive programme and £50,000 (2016: £nil) in respect of partners on the Beacon Sites programme

## 15 Deferred income

The deferred income balance relates to income received in respect of programmes to be delivered in the next financial year.

	2017 £	2016 £
Balance at the beginning of the year	182,761	171,946
Amount released to income in the year	(182,761)	(171,946)
Amount deferred in the year	285,692	182,761
	<u>285,692</u>	<u>182,761</u>

Deferred income is in respect of the following:

	2017 £	2016 £
Fee income (Training, Insights and Consultancy)	230,692	135,291
Other projects	55,000	47,470
	<u>285,692</u>	<u>182,761</u>

## 16a Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	15,777	-	15,777
Investments	100	-	100
Net current assets	650,675	1,445,521	2,096,196
	<u>666,552</u>	<u>1,445,521</u>	<u>2,112,073</u>

## 16b Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	27,438	-	27,438
Investments	100	-	100
Net current assets	721,832	1,538,681	2,260,513
	<u>749,370</u>	<u>1,538,681</u>	<u>2,288,051</u>



## 17a Movements in funds (current year)

	At 1 July 2016 £	Income £	Expenditure £	Transfers £	At 30 June 2017 £
<b>Restricted funds:</b>					
<b>Core Operations</b>					
<b>Learning &amp; Accreditation</b>					
Responds Project	-	8,721	8,721	-	-
Training bursaries	-	26,050	-	-	26,050
<b>Knowledge Hub</b>	100,594	710,500	795,198	(15,000)	896
<b>Research, Evaluation &amp; Analysis</b>					
Children's Insights	52,515	-	52,515	-	-
Shared Insights, Shared Outcomes	40,323	165,000	90,177	-	115,146
<b>Other</b>	5,966	127,500	125,713	-	7,753
	<u>199,398</u>	<u>1,037,771</u>	<u>1,072,324</u>	<u>(15,000)</u>	<u>149,845</u>
<b>Strategic Projects</b>					
Drive	281,549	1,230,622	1,165,311	(2,212)	344,648
Beacons	76,557	628,409	465,266	-	239,700
One Front Door	981,177	23,857	293,706	-	711,328
	<u>1,339,283</u>	<u>1,882,888</u>	<u>1,924,283</u>	<u>(2,212)</u>	<u>1,295,676</u>
<b>Total restricted funds</b>	<u>1,538,681</u>	<u>2,920,659</u>	<u>2,996,607</u>	<u>(17,212)</u>	<u>1,445,521</u>
<b>General/unrestricted funds</b>	<u>749,370</u>	<u>1,673,760</u>	<u>1,773,790</u>	<u>17,212</u>	<u>666,552</u>
<b>Total funds</b>	<u>2,288,051</u>	<u>4,594,419</u>	<u>4,770,397</u>	<u>-</u>	<u>2,112,073</u>

## 17b Movements in funds (prior year)

	At 1 July 2015 £	Income £	Expenditure £	Transfers £	At 30 June 2016 £
<b>Restricted funds:</b>					
<b>Core Operations</b>					
<b>Learning &amp; Accreditation</b>					
Responds Project	-	1,337	1,337	-	-
Training bursaries	-	51,514	51,514	-	-
<b>Knowledge Hub</b>	1,348	880,163	780,917	-	100,594
<b>Research, Evaluation &amp; Analysis</b>					
Children's Insights	51,347	36,000	34,832	-	52,515
Shared Insights, Shared Outcomes	47,894	260,000	267,571	-	40,323
<b>Other Charitable Activities</b>	-	92,500	86,534	-	5,966
	<u>100,589</u>	<u>1,321,514</u>	<u>1,222,705</u>	<u>-</u>	<u>199,398</u>
<b>Strategic Projects</b>					
Drive/Perpetrator programme	47,622	968,191	734,264	-	281,549
Beacons & other projects	13,433	201,557	138,433	-	76,557
One Front Door	-	1,051,272	70,095	-	981,177
	<u>61,055</u>	<u>2,221,020</u>	<u>942,792</u>	<u>-</u>	<u>1,339,283</u>
<b>Total restricted funds</b>	<u>161,644</u>	<u>3,542,534</u>	<u>2,165,497</u>	<u>-</u>	<u>1,538,681</u>
<b>General/unrestricted funds</b>	<u>772,901</u>	<u>1,802,014</u>	<u>1,825,545</u>	<u>-</u>	<u>749,370</u>
<b>Total funds</b>	<u>934,545</u>	<u>5,344,548</u>	<u>3,991,042</u>	<u>-</u>	<u>2,288,051</u>

**17 Movements in funds (continued)**

**Purposes of restricted funds**

**Responds Project**

The aim of this project was to bridge the knowledge and practice gap between domestic violence and child safeguarding through developing policy and training for general practice.

**Training bursaries**

We have received funding for bursaries to allow practitioners from smaller charities to access our training.

**Knowledge Hub**

Through this programme SafeLives provides support and resources to help Marac's improve their effectiveness so that all high-risk victims of domestic abuse receive a consistent, quality response.

**Children's Insights**

Children's Insights is a tried and tested tool for domestic abuse services which profiles and evidences outcomes for children, putting the experience of the child at the heart of service provision.

**Shared Insights, Shared Outcomes**

This programme aims to improve services and outcomes for victims of domestic abuse by putting evidence from service users at the heart of practice, commissioning and policy. It also engages commissioners/strategic leads from the outset both to support the use of local data gathered through Insights in decision-making, and to involve them in the future development of shared outcomes measurement across the sector.

**Other**

This restricted fund covers mainly the salary and associated costs of the Head of Communications and Marketing, and the Head of Public Affairs.

**Drive Programme**

This project in partnership with Respect & Social Finance addresses and challenges the behaviour of perpetrators of domestic abuse – developing and testing different approaches across three pilot areas.

**Perpetrator Programme**

This was the pilot project for Drive and was carried out in partnership with Respect & Social Finance.

**Beacons**

Funding has been secured from a number of grant making trusts and commissions to develop two "Beacon" sites in Norfolk and Suffolk where we are developing and testing all elements of our blueprint for change.

**One Front Door**

At the end of 2015/16 we were awarded funding to test early intervention approaches in a range of locations across England.

## 18 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2017 £	2016 £
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>(175,978)</b>	1,353,506
Depreciation charges	11,661	8,799
Interest from investments	(1,629)	(1,195)
(Increase)/decrease in debtors	(150,619)	(357,601)
Increase/(decrease) in creditors	185,796	40,067
<b>Net cash provided by / (used in) operating activities</b>	<b>(130,769)</b>	1,043,576

## 19 Analysis of cash and cash equivalents

	At 1 July 2016 £	Cash flows £	Other changes £	At 30 June 2017 £
Cash at bank and in hand	1,997,773	(129,140)	-	1,868,633
<b>Total cash and cash equivalents</b>	<b>1,997,773</b>	<b>(129,140)</b>	<b>-</b>	<b>1,868,633</b>

## 20 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases, rental element excluding services charges, is as follows for each of the following periods

	Property		Other	
	2017 £	2016 £	2017 £	2016 £
Less than one year	29,808	54,656	2,260	3,013
One to five years	61,739	59,118	-	2,260
	<b>91,547</b>	<b>113,774</b>	<b>2,260</b>	<b>5,273</b>

## 21 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.