

KHULISA

England & Wales · Charity number 1120562

Details

| | |
|----------------|--|
| Other names | KHULISA CRIME PREVENTION INITIATIVE, THE JUSTICE AND RESTORATION PROJECT |
| Status | Registered |
| Legal form | Charitable company |
| Company number | 06210432 |
| Registered | 2007-08-14 |
| Register | View on the Charity Commission register |

Contact

| | |
|---------|---|
| Address | Voluntary Action Islington 200A Pentonville Road London N1 9JP |
| Phone | 07841020073 |
| Email | invoices@khulisa.co.uk |
| Website | www.khulisa.co.uk |

Activities

Objects: (1) THE PROVISION OF REHABILITATION AND REINTEGRATION PROGRAMMES AND RELATED SERVICES FOR OFFENDERS AND THOSE AT RISK OF BEING IN CONFLICT WITH THE LAW, INCLUDING, WHERE APPROPRIATE, WORKING WITH THEIR FAMILIES, FRIENDS AND COMMUNITIES.(2) THE PROMOTION OF OR PARTICIPATION IN ANY STUDY, RESEARCH PROGRAMME OR PROJECT DELIVERY RELEVANT TO THE ABOVE OR ANY OTHER ASPECT OF CRIME PREVENTION AIMED AT REDUCING CRIME GENERALLY AND PARTICULARLY AMONGST YOUNG PEOPLE AND THE PUBLICATION OF ANY USEFUL RESULTS OF SUCH RESEARCH.(3) THE CARE, UPBRINGING AND ADVANCEMENT OF LIFE OF CHILDREN AND YOUNG PEOPLE AND THE PROVISION OF SUPPORT AND ACTIVITIES WHICH DEVELOP THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS MATURE AND RESPONSIBLE INDIVIDUALS.

Activities: Trauma-informed, intensive therapeutic support, emotional resilience

Classification

- **How:** Provides Human Resources, Provides Services
- **What:** Education/training, Economic/community Development/employment
- **Who:** Children/young People, Other Defined Groups

Geography

- **Area of benefit:** NATIONAL AND OVERSEAS
- Bolton
- Dorset
- Hampshire
- Manchester City
- Medway
- Sheffield City
- Throughout London

Finances

| Period end | Income | Expenditure | Assets | Employees |
|------------|------------|-------------|----------|-----------|
| 2025-08-31 | £1,604,556 | £1,596,728 | £342,001 | 15 |
| 2024-03-31 | £1,216,574 | £1,021,564 | £334,173 | 19 |
| 2023-03-31 | £727,613 | £1,002,948 | £139,163 | 16 |
| 2022-03-31 | £739,173 | £844,853 | £414,498 | 15 |
| 2021-03-31 | £900,692 | £599,347 | £520,178 | 11 |
| 2020-03-31 | £766,717 | £786,480 | £218,833 | 13 |

Trustees

| Name | Role | Appointed |
|------------------------|------|------------|
| Amy Yuan | | 2024-04-22 |
| Anu Manthri | | 2025-11-05 |
| Aurora Fairtlough Reid | | 2025-11-05 |
| Daniel James Newton | | 2025-11-05 |
| Laurie Martin | | 2025-02-05 |
| Nahida DeLeon | | 2025-11-05 |
| Nick Darbyshire | | 2024-11-06 |
| Rebecca Earnshaw | | 2025-11-05 |

KHULISA

England & Wales - Charity number 1120562

Accounts



Nurturing wellbeing. Shaping young futures. Unlocking potential.

Annual Report and Accounts 2024-25



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Reference and Administrative Information

Reference and Administrative Information

| | |
|------------------------------|---|
| Charity name: | Khulisa |
| Charity number: | 1120562 (England and Wales) |
| Company number: | 6210432 |
| Registered office: | Voluntary Action Islington, 200a Pentonville Road, London, N1 9JP |
| Country of operation: | England (London and Manchester) |

Board of Trustees

| | |
|-------------------------------|---|
| Laurie Martin | Chair - appointed 6 th November 2024 |
| Nick Darbyshire | Trustee - appointed 16 th November 2024 |
| Nahida Deleon | Trustee - appointed 5 th November 2025 |
| Rebecca Kate Earnshaw | Trustee - appointed 5 th November 2025 |
| Aurora Fairtlough Reid | Trustee - appointed 5 th November 2025 |
| Anu Manthri | Trustee - appointed 5 th November 2025 |
| Daniel James Newton | Trustee and Company Secretary - appointed 5 th November 2025 |
| Amy Yuan | Trustee - appointed 15 th April 2024 |

Leadership Team

| | |
|------------------------|-------------------------------------|
| Dr Matt Plen | Chief Executive Officer |
| Thomas Georgiou | Director of Delivery and Operations |

Professional Advisors

| | |
|-----------------|---|
| Auditors | Kingston Burrowes Audit Ltd, 308 Ewell Road, Surbiton, Surrey, KT6 7AL |
| Bankers | Lloyds TSB PLC, 19-21 The Quadrant, Richmond, TW9 1BP |

Report of the Board of Trustees

For the year ended 31 August 2025

Foreword from the Chair of Trustees

The challenges facing young people have deepened.

The past year has been hard for young people. Schools continue to report rising levels of absence, increasing behavioural pressures and growing concerns about the mental health and wellbeing of pupils.

The NHS believes that around one in five children aged 8–16 in England now have a probable mental health disorder. People from the least well-off 20% of households are four times more likely to experience serious mental health difficulties by the age of 11.



This is why Khulisa exists.

Our purpose is simple: to help young people to build the social and emotional skills they need to thrive in school and in their communities.

This year we have focused on re-organising ourselves for impact and resilience.

Charities currently face significant pressures. Rising costs, increasing demand for services and a challenging funding environment have created real adversity across the sector.

Against this backdrop, we have focused on how we organise ourselves to have the biggest impact and ensure financial sustainability.

This has included:

- Targeted changes to our operating model to strike a better balance between delivery and back-office roles.
- Significant recruitment to the Board of Trustees to bring vital experience and capability — from lived experience to business development, school inclusion to legal and finance.
- Purposeful shifts in our funding mix to give our school partners a greater sense of ownership over the services they receive.

I would like to thank everyone involved with Khulisa — our staff, facilitators, partners, funders and supporters — for their commitment and collaboration during this period. I would also like to extend my sincere thanks to Jodie, Michael, Karen and Tom for their leadership of Khulisa and for helping guide the organisation through a challenging time.

Looking ahead, I am cautiously optimistic about the future.

We are realistic about the challenges facing young people and the wider sector. But renewed attention from central government promises to galvanise more activity, innovation and investment into the sector.

I look forward to working with Dr Matt Plen, our new permanent Chief Executive, and the wider team as we continue to build Khulisa and advance our mission to support young people and the communities around them.

Laurie Martin

Chair of Trustees

Structure, Governance and Management

Legal status and constitution

Khulisa is a company limited by guarantee (Company No. 06210432) and a registered charity in England and Wales (Charity No. 1120562). It is governed by its Memorandum and Articles of Association. The charity was incorporated in 2007, having originated in South Africa. Khulisa Social Solutions – the South African charity – is a separate entity and licences Khulisa (UK) the use of their intellectual property for the purpose of programme delivery. Khulisa (UK) has a unique delivery model, blending therapeutic principles with creative arts in group settings.

Trustee recruitment, appointment and induction

Khulisa has a diverse Board of Trustees who bring a variety of expertise and lived experience to their voluntary roles. Trustees are appointed for a three-year term with a limit of two consecutive terms served.

Trustees are recruited through an open and transparent process, utilising social media, staff and Board networks, and the charity's website to advertise new opportunities. Applicants are required to submit a CV; suitable candidates are then interviewed by the Chair, who may make further introductions as necessary – for example, to other Board members, the CEO, or members of the Senior Leadership Team. Successful candidates are elected by a majority vote of the Trustees at any regular meeting.

Induction for new Trustees includes: pairing with a 'buddy' from the existing Board; guidance through relevant

legal and strategic information; through relevant legal and strategic information; independent safeguarding training; and introductory meetings with Trustees, the CEO and the Senior Leadership Team.

Trustee remuneration

Our Trustees conduct their roles without any remuneration or benefit from the charity. Any reasonable expenses incurred in performing their duties as Trustees are reimbursed in accordance with the charity's expenses policy.

Organisational structure

As of 31 August 2025, Khulisa had 15 members of staff (full- and part-time) based in London and the North West of England, and worked with a bank of approximately 14 freelance facilitators. All programme delivery staff and freelancers are trained in Khulisa's programme methodology; suitable qualifications are assessed during the recruitment phase, which also includes a full enhanced DBS check.

The Trustees delegate day-to-day management of the charity to the Chief Executive Officer and the Senior Leadership Team.

Public Benefit Statement

The Trustees confirm that they have had regard to the Charity Commission's guidance on public benefit when reviewing Khulisa's aims and objectives. In particular, the Trustees are satisfied that the charity's activities deliver genuine public benefit in the following ways:

- Providing young people at risk of exclusion and involvement in crime or violence with social and emotional wellbeing programmes and support that help them to self-regulate, relate and reason.

- Improving the life chances of young people at risk of exclusion and violence.
- Improving attendance, attainment and behaviour in school.
- Building more nurturing communities for all young people.

Our Mission

To support excluded or marginalised young people whose behaviour is deemed challenging or antisocial, and the professionals, peers and carers who support them.

Our Vision

A society where young people have the social and emotional skills and nurturing environments they need to thrive.

Our Values

- **We Guide:** by restoring empathy, self-belief and self-worth.
- **We Nurture:** by believing all people can grow
- **We Restore:** by enabling people to have an equal voice and building trust and aspiration.
- **We Empower:** by enabling confidence, self-belief and ownership.

Objectives and Activities

Khulisa delivers intensive, therapeutically-led programmes and support in secondary schools and the surrounding community, enabling children and the adults around them to make more positive life choices, re-engage with education and divert away from criminal activity. These programmes have a strong emphasis on developing emotional resilience, improving wellbeing and raising aspirations. They are proven to improve students' educational engagement, as well as reducing the risk of violent activity and future offending.

Our core programme, Face It, is an intensive therapeutic intervention delivered in secondary school settings.

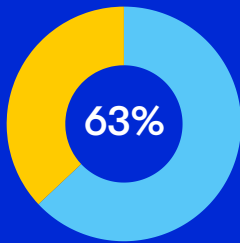
In 2024/25 we delivered Face It 2.0, an enhanced version of the programme developed following input from young people, feedback from school partners and a 'Driving Impact' review with Impetus. Face It 2.0 adds 36 hours of support per young person, additional one-to-one sessions to embed impact, and supplementary sessions for teachers, parents and carers to ensure young people are surrounded by trauma-informed adults even after completing the programme. We help whole communities understand and respond compassionately to trauma, minimising young people's risk of exclusion and ensuring effective reintegration into school and society.

To make meaningful and lasting change, we also deliver trauma-informed training to professionals working with young people — including school staff and social care practitioners — as well as sessions for parents and carers, equipping the adults around young people with the knowledge and confidence to respond to their social and emotional needs.

Achievements and Performance

During 2024/25 Khulisa supported 219 people across London and the North West, including 185 young people, 26 school staff, and 6 parents/carers. We delivered 17 young people's programmes (14 in London; 3 in the North West). Participants made statistically significant improvements in wellbeing, resilience and emotional regulation, exceeding national benchmark averages by the end of their programmes. Full details are set out in the Impact Report on the following pages.

Our year in numbers 2024/25



of the 172 young people completed our new Face It 2.0 programme

We delivered 17 young people's programmes



We have supported 219 people

- 185 young people *
- 26 school staff
- 6 parents/carers

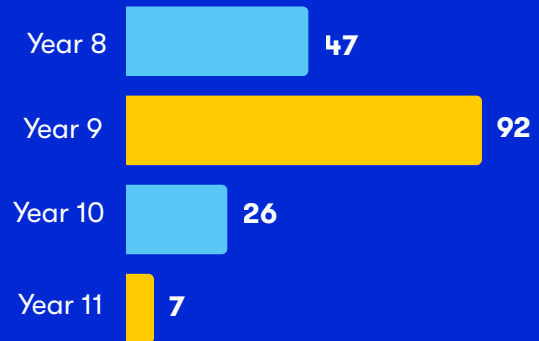


* 172 completed our flagship Face It programme



of young people attended every Face It session

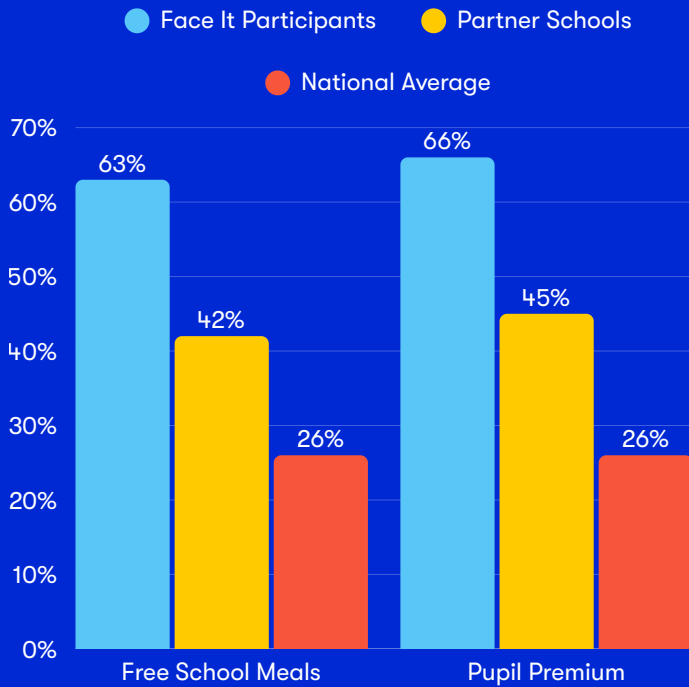
We worked with young people across key stages 3 and 4



of young people chose not to participate in the programme once enrolled.

They either changed their mind, or weren't in school at the time of delivery (involved in another intervention, sick, excluded etc.).

They haven't been included in reach statistics.



The schools we worked with over the last year had, on average, 62% higher than national average free school meal eligibility (42% vs 26%).

Nearly two thirds of the young people we support were eligible for Free School Meals (63%) and two thirds were eligible for Pupil Premium (66%).



80% survey completion rate amongst young people who attended all Face It sessions



70% Nearly three-quarters of young people we supported were from Global Majority backgrounds



29% of programme participants reported to have a history of exclusion or be at risk for exclusion at the time of referral



18% of the young people we support have EAL status



Gender was split almost evenly between male (51%) and female (49%)



16% of the young people we support have diagnosed SEND



The bigger picture

National evidence paints a clear picture of the relationship between school attendance and young people's wellbeing, mental health and life circumstances.

Persistent absence remains a significant issue, with 20% of pupils recorded as persistently absent in the academic year 2023/24¹. This challenge is not evenly distributed. Disadvantaged pupils experience far higher rates of absence, with rates of persistent absence for free school meal (FSM) eligible pupils 70% higher than the national average in the academic year 2022/23². Recent DfE research reinforces this pattern, showing a strong association between socioeconomic disadvantage and higher levels of absence³.

Alongside structural factors, emotional wellbeing plays a crucial role. DfE analysis of students aged 13 to 16 shows that poorer mental health is a strong predictor of authorised absences, and that lower overall wellbeing is linked to higher absence rates. This research also highlights the role of school experience. Young people who enjoy school less, or feel less connected to it, are more likely to miss school for both authorised and unauthorised reasons⁴. This reflects our position that attendance difficulties often stem from poor wellbeing, a lack of supportive relationships, and structural disadvantages.

1. <https://explore-education-statistics.service.gov.uk/find-statistics/pupil-absence-in-schools-in-england/2023-24>

2. <https://assets.childrenscommissioner.gov.uk/wpuploads/2023/11/Attendance-Kings-Speech-Debate-Brief.pdf>

3. https://assets.publishing.service.gov.uk/media/681b676c9ef97b58cce3e518/The_relationship_between_mental_ill_health_and_absence_in_students_aged_13_to_16.pdf

4. https://assets.publishing.service.gov.uk/media/681b676c9ef97b58cce3e518/The_relationship_between_mental_ill_health_and_absence_in_students_aged_13_to_16.pdf



Further evidence from Loughborough University shows that mental health and attendance are intertwined in a reinforcing cycle. Missing school increases the likelihood of mental ill-health, and poorer mental health in turn increases the likelihood of further absence. This feedback loop highlights the importance of early, relational support that can interrupt the cycle before it escalates⁵.

The consequences of absence are significant. DfE data shows that even small differences in attendance have a measurable impact on academic outcomes. Pupils attending 95-100% of the time in Year 11 are almost twice as likely to achieve a Grade 5 in English and Maths compared to those attending 90-95%, and three times as likely as those attending 85-90%. Beyond academic results, absence is also linked to later vulnerability. Children who interact with the criminal justice system have some of the highest rates of school absences: in 2019/20, 81% of children who committed a criminal offence had a history of persistent absenteeism⁶.

Taken together, this evidence shows that attendance is deeply linked with young people's wellbeing, their connection to school, and the support available to them, as well as structural factors. By addressing the underlying drivers of absence, Khulisa helps young people reengage with education and strengthens the foundations for their long-term wellbeing and success.

5. <https://www.lboro.ac.uk/news-events/news/2025/september/school-absence-linked-to-poor-mental-health>

6. <https://assets.childrenscommissioner.gov.uk/wpuploads/2023/11/Attendance-Kings-Speech-Debate-Brief.pdf>



Our impact

A year of empowering young people and exceeding national standards

Alongside the national evidence, our own emerging data provides further reassurance that targeted wellbeing support can improve young people's engagement with school.

In the 2024/25 academic year, young people entering Khulisa's Face It programme began with wellbeing, resilience, and emotional regulation scores below national averages—a reflection of the complex challenges they navigate. Over the course of the programme, participants made statistically significant progress across all three measures, ultimately surpassing national benchmarks by the end of their journey.

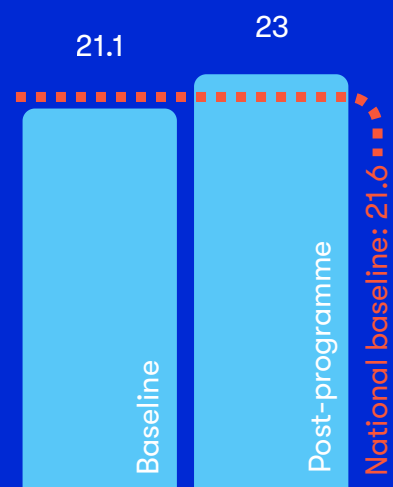
Last year marked a new milestone in our evaluation approach as we began tracking school-engagement data directly via Management Information Systems in pilot schools. While the dataset is still emerging, early findings are highly promising: we observed a **26%** reduction in behaviour points and a **33%** reduction in exclusions when comparing the term before delivery to the term after.

These results reinforce our Theory of Change—confirming that when young people feel more regulated and connected, their engagement with education improves. To build on this momentum, we are rolling out this impact measurement framework to all our partner schools this year, allowing us to track attendance and behaviour metrics at scale as our evidence base continues to grow.

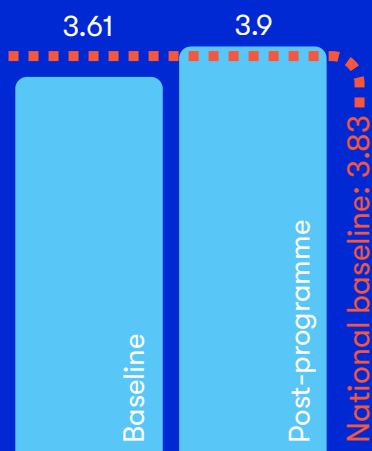


Wellbeing

- 67% of young people reported improvements in Wellbeing
 - +6% increase since 23/24 and +11% since 22/23
- Overall, young people started the programme with Wellbeing scores below the national average and ended the programme with Wellbeing scores above the national average; from 21.12 to 23.0. This represents a statistically significant increase in wellbeing.
- National average target line of 21.6
- 9% percent increase in average Wellbeing scores (up 4%-points compared to 23/24)



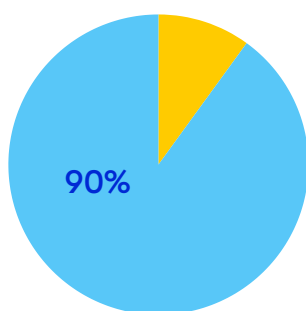
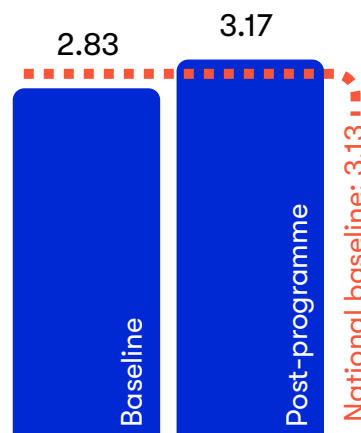
Resilience



- 61% of young people reported improvements in Resilience
 - +3% increase since 23/24
- Overall, young people started the programme with Resilience scores below the national average and ended the programme with Resilience scores that met the national average; from 3.6 to 3.90. This represents a statistically significant increase in resilience.
- National average target line of 3.83
- 8% increase in average Resilience scores (maintained against previous year)

Emotional Regulation

- 56% of young people reported improvements in Emotional Regulation
 - Maintained from 23/24
- Overall young people started the programme with Emotional Regulation scores below the national average and ended the programme with resilience scores above the national average; from 2.93 to 3.17. This represents a statistically significant increase in emotional regulation.
- National average target line of 3.13
- 8% increase in average Emotional Regulation scores (up 1%-point on previous year)



- By equipping young people with essential coping skills, our programmes are empowering them to navigate life's challenges.
- 9 out of 10 young people report that they are using the coping skills they learned with Khulisa after the programme ended
- Maintained 23/24 scores

9 out of 10 young people report feeling safe, understood and respected whilst on our programme

- 96% of young people reported feeling safe and not judged (+5% vs 23/24)
- 93% of young people valued Khulisa's approach and felt it was effective (+3% vs 23/24)
- 89% of young people felt heard, understood and respected in the group (+1% vs 23/24)
- 82% of young people expressed a stronger sense of belonging and connections with their peers (+2% vs 23/24)

Our Face It 2.0 programme which we piloted last year demonstrated improved positive impact

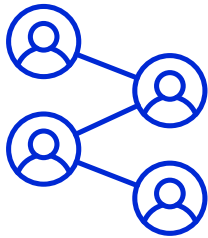
The efficacy of our new Face It 2.0 programme is evidenced by the fact that young people joined the Face It programme with even lower baseline wellbeing scores compared to the previous year, and ended the programme not only exceeding national benchmarks, but also exceeding results from the previous year during which we delivered 95% Face It 1.0 programmes. Additionally, the young people who took part in the programme gave higher scores across all four feedback measures.



Adult Learning

We believe all young people should be cared for by adults who are trauma-informed and supported by systems that are responsive to the young people's social and emotional needs. In order to create meaningful and lasting change, we partner with the adults in the young people's lives to ensure that they return to an environment they are better understood and supported in.

Nurturing Connections



Our Nurturing Connection programme aims to equip participants with the practical knowledge, skills and attitudes essential for nurturing their child's wellbeing, emotional development and behaviour. We also teach parents and carers how to look after their own wellbeing.

Together with our trained facilitators parents and carers will learn how to build positive relationships, explore attachment and connection, and learn strategies to repair relationships.

Trauma Training



Our trauma training provides school and support staff with a deeper understanding of how trauma impacts them and those in their care, equipping them with practical tools and techniques to manage the often difficult behaviour of those they work with, provide the right level of support and retain their own levels of wellbeing.

Participants will learn how to understand trauma and its impact, how to practice trauma-informed theory, as well as self-regulation and co-regulation skills.



Case Studies

K is a looked after child and was referred onto the Khulisa Face it programme in September 2025. He was selected due to the amount of detentions he had got in year 7 and his behaviour. In the 3 day programme K whilst struggling with distractions from others in the group really grasped the concept of triggers and showed an ability to relate it to real life situations. He was very attuned to himself and how he feels, but didn't know what to do if he experienced these feelings. On week 1 of RBS K set himself a goal to apply coping mechanisms he had learnt on the programme to help de-escalate conflict he was having regularly with another child in his home. On week 2 of RBS K was proud to tell his Facilitator that when the other child in his home called him a 'brat' this week, instead of answering back he went to his room and played Lego as a distraction. K explained that when he played with his Lego this made him feel relaxed and meant that the conflict between him and the other child de-escalated.

- Kath Wyatt, Criminal Justice & Youth Specialist

On the stage of life [Paula] played many parts, carer, student, performer. In the Face It programme, she began to explore the role of simply being herself.

"All the world's a stage, And all the men and women merely players; They have their exits and their entrances, And one man in his time plays many parts..."

Paula's case reminds us that while young people may enter as hesitant players, with validation and support they can discover new roles, ones that allow them to step into authenticity and confidence.

- Sheila White, Face It Facilitator



Connor's story

Connor* described a significant shift in how he manages anger as a result of taking part in the programme.

Before the programme, he reacted quickly to triggers, often breaking things. During the Face It programme, he learned to recognise the physical signs of anger before it escalates, and to use breathing techniques to regulate himself.

"It felt good not to break anything"

He reflected on a recent moment where he was losing a FIFA game and felt the familiar surge of frustration. Instead of breaking something, he noticed his body sensations, paused, breathed, and carried on playing.

Ahmed's story

Ahmed* explained that before taking part in the programme, he felt lonely and struggled to make friends, often walking around alone at lunchtime.

Through group activities, check-ins, and shared conversations, he began talking to new people on the programme and building confidence. By the end of the programme, he said he had made several new friends and felt "louder now, and more confident with others."

Elena's story

Elena* said the programme helped her to better understand her emotions and stay calm.

She shared an example of someone throwing a pen at her in class, something that would previously have triggered an angry outburst.

This time, she simply placed the pen on the table and refocused on the lesson.

She felt that the programme had given her a better insight into her actions and how they impact her mental health, as well as the coping skills to draw on during difficult situations.

** Names have been changed to anonymise qualitative data*

"If I get mad more that's not good for my mental health, calming down is much better."



Over the past year, I have worked with Khulisa in a way that has been genuinely meaningful because I have been able to take part in real co-design. Khulisa trusts young people not only to share opinions, but to shape decisions and influence how the organisation operates. [My experience has shown me what it looks like when youth voice is treated seriously and as a core part of an organisation's culture.](#)

I took part in a Youth Voice day focused specifically on strengthening youth involvement across Khulisa. This wasn't just a tick-box exercise; it was built around co-design and practical planning. Sitting side by side with Khulisa staff and peers alike really reinforced what Khulisa was about. We worked directly on what Khulisa needs to address and how youth voice will be embedded in a consistent and accountable way.

I also participated in Khulisa's award-winning FaceIt programme in London, working with peers from diverse backgrounds and cultures. The experience gave me first-hand insight into the approach Khulisa uses to support young people: [creating safe spaces, strengthening emotional literacy and self-regulation, and addressing the root causes of trauma rather than only the symptoms and outcomes.](#)

I was also introduced to the training and delivery behind the programme, which helped me understand not just what Khulisa does, but how and why it works. This has made me better equipped to represent the organisation's work with authenticity and to recognise what effective, trauma-informed support looks like in practice.

What sets Khulisa apart is that its commitment to youth voice is backed by strong practical support. Travel is covered and young people are paid hourly for their time, which makes participation accessible and fair. Removing barriers, not just acknowledging them ensures opportunities are not just limited to those who live near major cities where the events happen.

Overall, my work as a Young Influencer with Khulisa has had a positive impact on me. [Khulisa has shown me what meaningful youth voice looks like:](#) involvement from the start, backed by real investment, real inclusion, and real influence.

- Callum, Young Influencer



Income and Expenditure

During the year ended 31 August 2025, Khulisa's total income was £1,604,556 (2024: £1,216,574). Total expenditure was £1,596,728 (2024: £1,021,564), resulting in a surplus for the year of £7,828 (2024: £195,010).

The charity's income was derived from three principal sources: grants from trusts and foundations; corporate partnerships; and school-commissioned income from traded delivery contracts. During the year the charity continued to shift its income mix towards school-commissioned delivery, reflecting the Board's strategic objective of building a more sustainable and diversified funding base.

The Trustees wish to record their sincere gratitude to the following funders and partners whose support was essential to Khulisa's work during 2024/25:

- The A&O Shearman Foundation
- AB Charitable Trust
- Mr & Mrs Arbuthnot
- Barclays Life Skills
- The Barratt Foundation
- BBC Children In Need
- The Borrowes Charitable Trust
- The Bruno Schroder Charity Trust
- Charles Hayward Foundation
- Charles Russell Speechlys
- The Considered Ask Foundation
- Ending Youth Violence Lab
- Fair Education Alliance
- Fidelity Foundation
- The Henry Smith Foundation
- Impetus
- John Lyons Charity
- The Julia Rausing Trust
- Mr Karnani
- The Leathersellers' Company
- Monday Charitable Trust
- National Lottery Community Fund
- The Schroder Foundation
- Swire Charitable Trust
- WISE Philanthropy
- Young Harrow Foundation

The Trustees also thank all school partners, corporate supporters and individual donors who contributed to the charity's work during the year.

Reserves Policy

The Trustees have adopted a reserves policy that requires the charity to maintain unrestricted free reserves equivalent to a minimum of three months' unrestricted expenditure. This equates to approximately £281,776 based on the current cost base. The purpose of this reserve is to provide working capital, to manage cashflow and contract payment cycles, and to give the charity resilience to respond to unexpected shortfalls in income or exceptional expenditure.

At 31 August 2025, the charity's free reserves — being unrestricted funds not designated or represented by fixed assets were £336,719. This represents 3.5 months' unrestricted expenditure and is within the target range.

Restricted funds

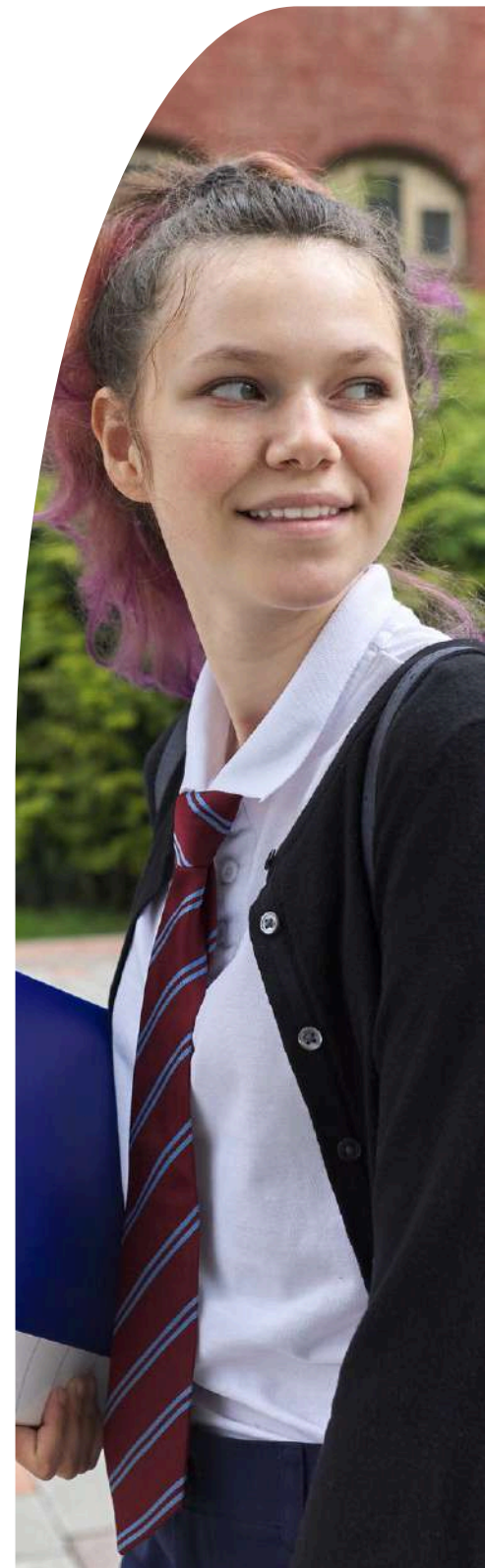
At 31 August 2025, restricted fund balance were Nil (2024 £75,846). Full details of restricted funds, their purposes and movements during the year are set out in the notes to the financial statements.

Investment policy

The charity holds surplus funds in interest-bearing bank accounts. The Trustees do not currently invest in equity or other asset classes. Any cash balances held in excess of operational requirements are placed on short-term deposit to maximise return whilst preserving capital and maintaining liquidity.

Going Concern

The Trustees have reviewed the charity's financial position, forward cashflow and income pipeline. After making enquiries and having regard to the charity's current reserves position, confirmed funding and pipeline, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the Trustees continue to adopt the going concern basis in preparing the financial statements.





Principal funding sources and financial sustainability

The Trustees are aware of the charity's dependence on grant funding alongside growing corporate sponsorships and traded income from schools. During 2024/25, steps were taken to begin shifting the funding mix towards school-commissioned income and corporate sponsorships, and to explore statutory income sources, providing greater long-term sustainability.

Principal Risks and Uncertainties

The Board of Trustees takes overall responsibility for identifying and managing the principal risks facing Khulisa. Risk management is embedded in the Board's governance cycle: the risk register is reviewed by the Senior Leadership Team on a monthly basis and by the Board at each meeting. The register covers both operational and strategic risks, assessed on a likelihood–impact matrix. Where risks are identified as significant, the Board agrees specific mitigations and assigns ownership to a named officer. The Trustees are satisfied that the major risks to which the charity is exposed have been identified and that appropriate systems are in place to manage them.

Financial sustainability and income concentration

The most significant risk facing the charity is securing sufficient income to sustain operations and build reserves. Like many small charities, Khulisa is dependent on a relatively concentrated funding base, with a meaningful proportion of income derived from a small number of grant funders alongside growing traded income from schools. During 2024/25, the charity took deliberate steps to diversify its income mix, shifting towards school-commissioned delivery to give partners greater ownership and improve long-term income predictability. The Trustees monitor cashflow on a rolling basis and maintain a reserves policy designed to provide a minimum of three months' unrestricted expenditure as a buffer against income shortfalls or unexpected costs.



Programme quality and safeguarding

Khulisa works with young people who have experienced trauma and adversity, many of whom are at risk of exclusion or involvement in violence. This gives rise to inherent safeguarding risks, which the Board treats as a standing governance priority. Mitigations include an up-to-date safeguarding policy monitored by a Board-level safeguarding lead; enhanced DBS checks for all staff and freelance facilitators; regular safeguarding training; line management and clinical supervision for all delivery staff; and a clear escalation process for any concerns. Risks to programme quality and outcomes are managed through Khulisa's evaluation framework, regular review by the Programmes & Impact Team, and clinical supervision embedded in the delivery model.

People and organisational capacity

As a small organisation, Khulisa is exposed to risks arising from staff turnover, capacity constraints and the demands placed on a lean team. Following a period of organisational change, the Board is attentive to staff wellbeing and morale. Mitigations in place include regular one-to-ones and team check-ins, a hybrid working model, wellbeing initiatives, and a clear performance management framework. The charity also maintains a bank of trained freelance facilitators to provide delivery flexibility and resilience.

Data protection and intellectual property

Khulisa holds sensitive data about the young people it supports and operates an associate facilitator model that creates potential risks around the use of its programme intellectual property. A GDPR compliance framework is in place, with data protection treated as a standing governance matter. Licensing arrangements with associate facilitators are reviewed regularly, and legal support is in place to protect the charity's IP.



Plans for Future Periods

As we look to the year ahead, Khulisa will be:

- **Refining and streamlining our programmes.** We will complete the design and pilot of two new programmes (one for the whole-school curriculum, and one for parents/carers) and are in the process of accrediting our training for professionals. Our intensive young people's programme, Face It, remains our flagship programme.
- **Increasing the capacity of the delivery team in London and Manchester.** We will be iterating our delivery model to increase our capacity within current forecasted expenditure.
- **Building and diversifying our income pipeline.** We will be diversifying by growing our traded income, tendering for local authority contracts and pursuing funding from corporate partners and High Net Worth Individuals.
- **Being more targeted with growth plans.** We will work in collaboration with schools, peer charities and Local Authorities to expand our work to targeted communities within London and Manchester.
- **Increasing meaningful youth engagement.** We will be utilising the results from our Youth-led evaluation, continuing to build upon this and making steps to build our Youth Ambassador Programme.
- **Focusing further on Diversity, Equity, Inclusion and Belonging.** We will be launching our DEIB Committee and making steps both internally and across all of our programmes to ensure we are inclusive and equitable in all that we do.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Khulisa 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they 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 those 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 (FRS 102);
- make judgements 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 operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 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.





Disclosure of information to auditors

In so far as the Trustees are aware at the time of approving the Trustees' Annual Report:

- there is no relevant audit information of which the charitable company's auditor is 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 auditor is aware of that information.

Small company provisions

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approval

Approved by the Board of Trustees on 13 May 2026 and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'Laurie Martin', is written above a horizontal line.

Laurie Martin
Chair of Trustees

Independent Auditors' Report

Independent Auditor's Report to the Members of Khulisa

A company limited by guarantee and not having a share capital

Opinion

We have audited the financial statements of Khulisa (the 'charitable company') for the period ended 31 August 2025 which comprise the Statement of Financial Activities (incorporating Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement 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 31 August 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.



Matters on which we are required to report by exception

In the light of our 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 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 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 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report



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

Kevin Fisher BA FCA CTA (Senior Statutory Auditor)
For and on behalf of Kingston Burrowes Audit Ltd
Statutory Auditor
2026

K.C. Fisher

308 Ewell Road
Surbiton
Surrey
KT6 7AL



Statement of Financial Activities

For the period ended 31 August 2025

(Incorporating Income and Expenditure Account)

| | Notes | Unrestrictive Funds (£) | Restricted Funds (£) | 17 Months to 31st Aug 2025 Total Funds (£) | Year to 31st Mar 2024 Total Funds (£) |
|------------------------------------|-------|-------------------------|----------------------|--|---------------------------------------|
| Income and endowments from: | | | | | |
| Donations and legacies | 2 | 593,334 | - | 593,334 | 580,582 |
| Charitable activities | 3 | 18,000 | 981,096 | 999,096 | 615,667 |
| Investments | 4 | 10,551 | - | 10,551 | 3,191 |
| Other income | | 1,575 | - | 1,575 | 17,134 |
| | | 623,460 | 981,096 | 1,604,556 | 1,216,574 |
| Expenditure on: | | | | | |
| Raising Funds | 5 | 218,886 | - | 218,886 | 162,114 |
| Charitable Activities | 6 | 89,520 | 1,288,322 | 1,377,842 | 859,450 |
| | | 308,406 | 1,288,322 | 1,596,728 | 1,021,564 |
| Net income / (expenditure) | 7 | 315,054 | (307,226) | 7,828 | 195,010 |
| Transfers between funds | 14 | (231,380) | 231,380 | - | - |
| Net movement in funds | 6 | 83,674 | (75,846) | 7,828 | 195,010 |
| Total funds brought forward | 14 | 258,327 | 75,846 | 334,173 | 139,163 |
| Total funds carried forward | 14 | 342,001 | - | 342,001 | 334,173 |

All income and expenditure is derived from continuing activities.

The Statement of Financial Activities includes all recognised gains and losses.

The notes form part of these Financial Statements

Balance Sheet

| | Notes | 2025 | | 2024 | |
|-------------------------------------|-------|----------------|-----------------------|----------------|-----------------------|
| | | £ | £ | £ | £ |
| FIXED ASSETS | | | | | |
| Tangible fixed assets | 9 | | 5,282 | | 6,824 |
| CURRENT ASSETS | | | | | |
| Debtors | 10 | 18,763 | | 47,502 | |
| Cash at bank | | 374,124 | | 440,821 | |
| | | <u>392,887</u> | | <u>488,323</u> | |
| CREDITORS | | | | | |
| Amounts falling due within one year | 11 | <u>56,168</u> | | <u>160,974</u> | |
| NET CURRENT ASSETS | | | | | |
| | | | <u>336,719</u> | | <u>327,349</u> |
| NET ASSETS | | | | | |
| | 15 | | <u>342,001</u> | | <u>334,173</u> |
| Represented by: | | | | | |
| Unrestricted Funds | 14 | | 342,001 | | 258,327 |
| Restricted Funds | 14 | | - | | 75,846 |
| TOTAL FUNDS | | | | | |
| | | | <u>342,001</u> | | <u>334,173</u> |

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accompanying notes form part of these Financial Statements.

Approved by the Board of Trustees on **13 May 2026** and signed by:



Laurie Martin
Chair of Trustees

Cash Flow Statement

For the 17 month period ended 31 August 2025

| | 2025 | 2024 |
|--|-----------------|-----------------|
| | £ | £ |
| Cash flows from operating activities | | |
| Net movement in funds per Statement of Financial Activities | 7,828 | 195,010 |
| Adjustments for: | | |
| Depreciation | 5,732 | 4,257 |
| Loss / (profit) on disposal of tangible fixed assets | - | - |
| Interest receivable | (10,551) | (3,191) |
| (Increase) / decrease in debtors | 28,739 | (38,494) |
| Increase / (decrease) in creditors | (104,806) | (87,665) |
| Net cash (used in) / provided by operating activities | <u>(73,058)</u> | <u>(69,917)</u> |
| Cash flows from investing activities | | |
| Interest received | 10,551 | 3,191 |
| Purchase of tangible fixed assets | (4,190) | (2,764) |
| Proceeds from disposal of tangible fixed assets | - | - |
| Net cash provided by / (used in) investing activities | <u>6,361</u> | <u>427</u> |
| Change in cash and cash equivalents | (66,697) | 70,344 |
| Cash and cash equivalents brought forward | 440,821 | 370,477 |
| Cash and cash equivalents carried forward | <u>374,124</u> | <u>440,821</u> |
| Analysis of cash and cash equivalents | | |
| Cash at bank | <u>374,124</u> | <u>440,821</u> |

Notes Forming Part of the Financial Statements



1. Accounting Policies

a) Basis of accounting

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis and under the historical cost convention. The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

The financial statements cover a 17 month period from 1 April 2024 to 31 August 2025 as the trustees approved a change to the charity's year end. Comparative amounts relate to 12 months period and are therefore not directly comparable. No changes have been made to the principal accounting policies as a result of this change in the reporting period.

b) Company status

Khulisa is a private company, registered in England and Wales, limited by guarantee, has no share capital and is also a registered charity. In the event of the Company being wound up, each member is liable to contribute an amount not exceeding £1. The address of the registered office is given in the Reference and Administrative Information on page 4.

c) Capital items & depreciation

Office equipment and fixtures and fittings are depreciated using the straight line method over four years. Other Project assets are depreciated over the life of the project, (normally three years) apart from project assets that are fully grant funded, which are written off in the year of purchase. Capital items have a minimum purchase cost of £500.

d) Income

Items of income are recognised in the Statement of financial Activities (SOFA) when all of the following criteria are met:

- The charity is entitled to the funds;
- any performance conditions have been met;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

The company received government support through the Coronavirus Job Retention Scheme which is accounted for on the accruals basis.

e) Expenditure

Expenditure is recognised on an accruals basis as soon as there is a legal or constructive obligation committing the charity. Expenditure includes any VAT which cannot be recovered.

Expenditure on raising funds includes those costs incurred on attracting donations and grant funding.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Expenditure is allocated under the principal categories of the SOFA on a basis designed to reflect the use of the resource. Direct costs relating to a particular activity are allocated directly, support costs are allocated on an appropriate basis, e.g. floor areas, per capita or estimated usage.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity. In addition to ongoing Governance costs, one-off costs incurred in connection with building governance capacity are included within Charitable Activities and are in part matched by specific funding.

f) Fund accounting

Restricted funds are funds subject to specific conditions imposed by the donors, or by appeals for specific projects, and the purpose and use of restricted funds is set out in the notes to the financial statements. Designated funds are unrestricted funds which are set aside for specific purposes at the discretion of the Trustees.

The general fund comprises the accumulated surpluses on the SOFA less any funds designated for specific purposes by the Trustees.

g) Pension costs

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. Income from donations and legacies

| | Unrestricted funds £ | Restricted funds £ | Total 2025 £ | Total 2024 £ |
|---------------------|-------------------------|-----------------------|-----------------|-----------------|
| Core support grants | 561,272 | - | 561,272 | 461,500 |
| Donations | 32,062 | - | 32,062 | 119,082 |
| | 593,334 | - | 593,334 | 580,582 |

All of the £580,582 recognised in 2024 related to unrestricted funds.

3. Income from charitable activities

| | Unrestricted funds £ | Restricted funds £ | Total 2025 £ | Total 2024 £ |
|-----------------------|-------------------------|-----------------------|-----------------|-----------------|
| Sales of Training | 18,000 | 10,000 | 28,000 | 73,503 |
| Grants | | | | |
| Face It | - | 407,671 | 407,671 | 271,498 |
| Community | - | - | - | - |
| Silence the Violence | - | - | - | - |
| Other Funded Projects | - | 563,425 | 563,425 | 270,666 |
| | 18,000 | 981,096 | 999,096 | 615,667 |

Of the £615,667 recognised in 2024, £73,503 related to unrestricted funds and £542,164 related to restricted funds

4. Income from investments

| | 2025 £ | 2024 £ |
|---------------|---------------|--------------|
| Bank interest | 10,551 | 3,191 |
| | 10,551 | 3,191 |

All the income is unrestricted for both years.



5. Expenditure raising funds

| | Direct costs £ | Support costs £ | Total 2025 £ | Total 2024 £ |
|-------------------|--------------------------|---------------------------|------------------------|------------------------|
| Fundraising costs | 190,733 | 28,153 | 218,886 | 162,114 |
| | 190,733 | 28,153 | 218,886 | 162,114 |

Expenditure on raising funds was entirely unrestricted in both years.

6. Expenditure on charitable activities

| | Direct costs £ | Support costs £ | Total 2025 £ | Total 2024 £ |
|-----------------------------|--------------------------|---------------------------|------------------------|------------------------|
| <u>Analysed by activity</u> | | | | |
| Face It | 354,139 | 150,091 | 504,230 | 510,230 |
| Community | 18,352 | 11,006 | 29,358 | 2,300 |
| Silence the Violence | - | - | - | - |
| Trauma | 55,960 | 33,560 | 89,520 | 33,950 |
| Other projects | 353,554 | 401,180 | 754,734 | 312,831 |
| | 782,005 | 595,837 | 1,377,842 | 859,450 |

| <u>Analysed by nature</u> | 2025 £ | 2024 £ |
|---|------------------|------------------|
| Direct costs | | |
| Delivery staff salaries | 652,248 | 369,166 |
| Facilitator costs | 59,565 | 30,371 |
| Other direct programme costs | 11,239 | 28,206 |
| Assessment and evaluation | 21,375 | 62,155 |
| Staff training | 4,523 | 23,397 |
| HR & Recruitment | 8,055 | 2,179 |
| Return of grant funding | 25,000 | - |
| | 782,005 | 515,474 |
| Support costs | | |
| Core staff salaries | 429,870 | 247,738 |
| Accounting and payroll | 4,770 | 3,170 |
| Office and IT (business admin costs) | 90,648 | 35,345 |
| Premises costs (rent) | 36,770 | 36,971 |
| Governance: Staff salaries | 27,699 | 15,946 |
| Governance: Audit fees | 6,080 | 4,590 |
| Governance: Trustee expenses and strategy | - | 216 |
| | 595,837 | 343,976 |
| | 1,377,842 | 859,450 |

Of the £1,377,842 expenditure recognised in 2025 (2024: £859,450), £89,520 (2024: £33,950) was charged to unrestricted funds and £1,288,322 (2024: £825,500) was charged to restricted funds

During the year the charity returned unspent balance of grant funding received during 2020 from West Midlands Police.

7. Net income (Expenditure)

| | 2025 | 2024 |
|--|-------------|-------------|
| | £ | £ |
| This is stated after charging / (crediting): | | |
| Depreciation | 5,732 | 4,257 |
| Operating lease rentals | 37,267 | 35,542 |
| Auditor's remuneration - Audit services | 5,180 | 3,090 |
| Auditor's remuneration - Non-audit services | 900 | 1,500 |

8. Staff costs

| | 2025 | 2024 |
|-------------------------------|------------------|----------------|
| | £ | £ |
| Salaries | 1,074,210 | 681,903 |
| Employer's National Insurance | 101,953 | 66,069 |
| Employer's Pension Costs | 72,096 | 45,789 |
| Temporary staff | 3,363 | 1,576 |
| | 1,251,622 | 795,337 |

Details of employees who received total employee benefits in excess of £60,000 were as follows:

| | 2025 | 2024 |
|---------------------|-------------|-------------|
| | No. | No. |
| £60,001 - £70,000 | 4 | 1 |
| £70,001 - £80,000 | 4 | - |
| £80,001 - 90,000 | 2 | 1 |
| £90,000 - £100,000 | - | - |
| £100,001 - £110,000 | - | - |
| £110,001 - £120,000 | 1 | - |
| £120,001 - £130,000 | 1 | - |

The financial statements cover 17 month reporting period and the figures above represent total employee benefits received during that full period, not annualised amounts.

| | 2025 | 2024 |
|---|-------------|-------------|
| | £ | £ |
| Total employee benefits of key management personnel | 701,985 | 400,322 |

Under FRS 102, employee benefits includes gross salary, employer's NIC and employer's pension contributions

| | 2025 | 2024 |
|--|-------------|-------------|
| | No. | No. |
| Average number of staff based on full-time equivalents | 15 | 16 |
| Average monthly number of staff | 18 | 19 |

9. Fixed assets

| | 2025 | 2024 |
|------------------------|---------------|---------------|
| | £ | No. |
| Cost | | |
| At 1 April 2024 | 19,780 | 17,016 |
| Additions in a year | 4,190 | 2,764 |
| Disposals in a year | - | - |
| At 31 August 2025 | 23,970 | 19,780 |
| Depreciation | | |
| At 1 April 2024 | 12,956 | 8,699 |
| Charge for the year | 5,732 | 4,257 |
| Eliminated on disposal | - | - |
| At 31 August 2025 | 18,688 | 12,956 |
| Net book value | | |
| At 31 August 2025 | 5,282 | 6,824 |



10. Debtors

| | 2025 | 2024 |
|--------------------------------|---------------|---------------|
| | £ | £ |
| Trade debtors | 16,000 | 7,488 |
| Other debtors | - | 5,843 |
| Prepayments and accrued income | 2,763 | 34,171 |
| | 18,763 | 47,502 |

11. Creditors

| | 2025 | 2024 |
|-------------------------------------|---------------|----------------|
| | £ | £ |
| Amounts falling due within one year | | |
| Trade creditors | 793 | 30,192 |
| Social security and other taxes | 20,038 | 27,709 |
| Accrued expenses | 6,505 | 6,849 |
| Deferred income (see below) | 28,833 | 96,224 |
| | 56,169 | 160,974 |

| Deferred income | Balance | Additions | Released to income | Balance 31 Aug 2025 |
|------------------------|----------------|------------------|---------------------------|----------------------------|
| | | | £ | £ |
| Grants and donations | 96,224 | 28,833 | 96,224 | 28,833 |

Deferred income relates to contracts for which the income is received in advance of the services to be provided.

12. Related party transactions

No trustee received remuneration in 2024-25 or 2023-24. The total cost of Board activity in 2024-25 was £Nil (£Nil in 2023-24). No trustee's expenses were reimbursed in 2024-25 (£215 in 2023-24).

| | 2025 | 2024 |
|---|------|--------|
| Unrestricted donations from related parties | £Nil | £5,000 |

In 2024, a fee of £5,000 was paid to DNA Elite Soccer, a company of which one of the former Trustees, Jonathon Bines, is a related party. Mr Bines subsequently made a donation of £5,000 as part of the Big Give Campaign.

13. Taxation

No Corporation tax has been provided in these financial statements because the company, a registered charity, is within the exemption granted by Part 11 of the Corporation Tax Act, 2010.

14. Movement in funds

| | Opening balance 1 Apr 2024 £ | Income £ | Expenditure £ | Transfers between funds £ | Closing balance 31 Aug 2025 £ |
|---------------------------------|------------------------------------|-------------|------------------|---------------------------------|-------------------------------------|
| Restricted funds | | | | | |
| Face It | - | 417,671 | 504,230 | 86,559 | - |
| Community | - | - | 29,358 | 29,358 | - |
| Silence the Violence | 25,615 | - | - | (25,615) | - |
| Other funded projects | 50,231 | 563,425 | 754,734 | 141,078 | - |
| Total restricted funds | 75,846 | 981,096 | 1,288,322 | 231,380 | - |
| Unrestricted funds | | | | | |
| General fund | 258,327 | 623,460 | 308,406 | (231,380) | 342,001 |
| Total unrestricted funds | 258,327 | 623,460 | 308,406 | (231,380) | 342,001 |
| Total funds | 334,173 | 1,604,556 | 1,596,728 | - | 342,001 |

14. Movement in funds / Cont.

Comparative information for the movement in funds is as follows:

| | Opening balance 1 Apr 2023 £ | Income £ | Expenditure £ | Transfers between funds £ | Closing balance 31 Mar 2024 £ |
|---------------------------------|------------------------------------|------------------|------------------|---------------------------------|-------------------------------------|
| Restricted funds | | | | | |
| Face It | - | 271,498 | 510,369 | 238,871 | - |
| Community | - | - | 2,300 | 2,300 | - |
| Silence the Violence | 25,615 | - | - | - | 25,615 |
| Other funded projects | 92,396 | 270,666 | 312,831 | - | 50,231 |
| Total restricted funds | 118,011 | 542,164 | 825,500 | 241,171 | 75,846 |
| Unrestricted funds | | | | | |
| General fund | 21,152 | 674,410 | 196,064 | (241,171) | 258,327 |
| Total unrestricted funds | 21,152 | 674,410 | 196,064 | (241,171) | 258,327 |
| Total funds | 139,163 | 1,216,574 | 1,021,564 | - | 334,173 |

Face It funding provided to Khulisa is committed to delivering programmes in schools settings for 11-18 year olds at risk of gang violence and school exclusion who may or may not already be in contact with the police and youth offending services.

Community funds are committed to supporting adults, parents and professionals in partnership with Local Authorities

Other funded projects support our charitable objectives and are primarily intended to develop our organisational resources and infrastructure to meet defined goals.

15. Analysis of assets and liabilities between funds

| | 2025 Unrestricted £ | 2025 Restricted £ | 2025 Total £ |
|---------------------------------------|---------------------------|-------------------------|--------------------|
| Fixed assets | | | |
| Tangible fixed assets | 5,282 | - | 5,282 |
| Current assets | | | |
| Debtors | 18,763 | - | 18,763 |
| Cash at bank | 331,265 | 42,859 | 374,124 |
| | 350,028 | 42,859 | 392,887 |
| Liabilities | | | |
| Creditors falling due within one year | (13,309) | (42,859) | (56,168) |
| Net assets | 342,001 | - | 342,001 |

Comparative information for the net assets between funds is as follows:

| | 2024 Unrestricted £ | 2024 Restricted £ | 2024 Total £ |
|---------------------------------------|---------------------------|-------------------------|--------------------|
| Fixed assets | | | |
| Tangible fixed assets | 6,824 | - | 6,824 |
| Current assets | | | |
| Debtors | 38,071 | 9,431 | 47,502 |
| Cash at bank | 250,085 | 190,736 | 440,821 |
| | 288,156 | 200,167 | 488,323 |
| Liabilities | | | |
| Creditors falling due within one year | (36,653) | (124,321) | (160,974) |
| Net assets | 258,327 | 75,846 | 334,173 |



16. Contingent assets

The total grant funding awarded to the charity in respect of multi-year grants but not recognised as income amounts to £470,000 as at 31 August 2025 (2024: £1,143,035). These funds will be recognised in accordance with agreed budgets and specified or implied timeframes.

17. Operating lease commitments

At 31 August 2025, the total minimum payments due under non-cancellable operating lease agreements amounted to £2,016 (2024: £7,341). These payments fall due within one year.

Annual Report and Accounts
2024-25



KHULISA

England & Wales - Charity number 1120562

Accounts



Annual Report and Accounts

For the year ended 31st March 2024



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Foreword from the Chair of Trustees

Jean-Marc Morel

In the last year, we have seen school exclusions increase to 40 a day, and suspensions have risen to 140,000 a year. So many young people are losing out on their learning and on the chance for an education. This is disproportionately affecting the young people Khulisa work with, who are 32 times more likely to be labelled with a learning or behaviour problem and excluded from school. These young people, who have had traumatic experiences and faced various adversity are being let down by the systems that are set up to support them - at the very time when they need them the most. This is harrowing.

This is why Khulisa has spent the last year really focusing on how we can enhance our impact further.

Our new strategy is focussed on developing young people's social and emotional skills and their educational outcomes and sustaining these for a longer period of time, so that we ensure we don't lose this generation of young people. We do this because we believe in young people's right to lead a life filled with choice and opportunity.

We know that to deliver our next ambitious strategy, we need a strong and stable foundation. We are on our way to achieving this, having rebuilt our free-reserves to £258k in the last year. We've also increased the skills and expertise on the board, bringing in 3 new trustees with skills and experience in finance, education and marketing & communications.

Alongside strengthening our financial position and building our infrastructure and governance, we've also increased our



focus on evaluation. We shared the results of our 2-year schools evaluation study that showed statistically significant changes for the young people in our programme. We also found promising changes related to attendance and engagement in education that we plan to cement and capture more of with our new strategy.

Over my 7 year tenure at Khulisa - this is what has always struck me about them - their unwavering commitment to learning and to always striving for increased impact and excellence in all that they do. As I finish my term as Chair in November 2024, I look forward to handing over a charity that has grown, professionalised and flourished. Khulisa is a special charity, a charity that has shown determination and grit in times of adversity, that has relentless passion and drive for achieving more for the young people we support. We need Khulisa to be making that transformational difference to young people, and to ensure we don't lose the next generation. I look forward to continuing to watch Khulisa's journey unfold, and have complete faith that they will continue to be successful.

Section 1

Legal and Administrative Information



Reference and Administrative Information

Charity registration number: England and Wales: 1120562
Company registration number: 06210432
Registered office address: 30a Acre Lane, London, England, SW2 5SG

Board of Trustees

| | |
|---|--|
| Jean-Marc Morel (Treasurer and Chair) | Darlene Roberts - appointed 30 October 2023 |
| Dami Solebo (Deputy Chair) | Amy Yuan - appointed 07 February 2024 |
| Sharon Kalsy | Philippa Frankl - Resigned 20 February 2024 |
| Rob Dickinson | |
| Adrienne Sanders | |
| Bernadette Keane - appointed 26 October 2023 | |

Company Secretary

| | |
|--------------|---|
| Nana Adjekum | Appointed 03 April 2023 |
| Iman Haji | Interim 24 November 2022 to 02 April 2023 |

Leadership Team

| | |
|----------------|---|
| Jodie Wickers | Chief Executive Officer - promoted from Director of Programmes and Partnerships to interim CEO on 23 November 2022 and confirmed permanently in post on 02 April 2023 |
| Karen Robinson | Director of Income and Engagement - appointed 9 August 2023 |
| Tony O'Donnell | Head of Finance |

Auditors

Kingston Burrowes Audit Ltd
308 Ewell Road
Surbiton
Surrey
KT6 7AL

Bankers

Lloyds TSB PLC
19-21 The Quadrant
Richmond
TW9 1BP

Section 2

Structure, Governance and Management



Nature of Governing Document

Khulisa is a limited company by guarantee (06210432), a registered charity

in England and Wales (1120562) and is governed by its Memorandum and Articles of Association. The charity was incorporated in 2007, having originated in South Africa. The South African charity - Khulisa Social Solutions - is a separate entity and licences Khulisa (UK) the use of their intellectual property for the purpose of programme delivery. Khulisa (UK) has a unique delivery model, blending therapeutic principles with creative arts in group settings.

Organisation

Trustees

Khulisa has a diverse Board of Trustees who bring a variety of expertise and lived-experience to their voluntary role as Board members. Trustees are appointed for a 3-year term with a limit of 2 consecutive terms served.

Staff

As of March 31, 2024, Khulisa had 18 staff members (full and part-time) based in London and the North West and worked with a bank of circa 14 freelance facilitators. All programme delivery staff and freelancers are trained in Khulisa's programme methodology and have their suitable qualifications assessed during the recruitment phase, which also includes a full enhanced DBS check.

Members

Khulisa has reviewed its' member base and revised its' membership offer to better serve the needs of the charity. Khulisa offered all members the opportunity to either remain a member, apply to become a trustee, resign or support the charity in the role of an ambassador/Major Donor. This resulted in 3 members remaining, with whom we have kept in touch and involved in the work of the charity.

Recruitment, appointment and induction of Trustees

Trustees are recruited through an open and transparent process, utilising social media, staff & Board networks and our website to spread the word of new opportunities. Applicants are required to submit a CV and suitable candidates are then interviewed by the Chair who will then make any other introductions as necessary. For example, prospective candidates may be introduced to other Board members, the CEO or members of the Senior Leadership Team.

Successful candidates can then be elected by a majority vote of the Trustees at any regular meeting. Inductions for new Trustees includes pairing them with a 'buddy' from the existing Board membership, guiding them through various legal and strategic information, independent safeguarding training and having introductory conversations with various Trustees, the CEO and the Senior Leadership Team.

Pay policy

The Board oversees CEO salary. They also oversee salary banding across the organisation with this being discussed in detail via the People and Culture Sub Committee. Specific salaries at all other levels are set by the CEO and Senior Leadership Team. Khulisa leads a performance management process annually based on performance and the financial health of the organisation.

Cross-organisation salary change recommendations are made to the board (with a requirement that 50% of the board are present to approve). These salary increase levels are based on Khulisa's Pay & Remuneration Policy which set out salary banding for different levels of seniority (bench marked to equivalent sized charities).

Related parties and cooperation with partners

Our Trustees conduct their role without any remuneration nor benefit from the charity. Any reasonable expenses that they incur while performing their role as a Trustee are reimbursed, provided they fall within the expense policy.

In order to reach young people, parents & carers and professionals who are most in need of our programmes, we work in partnership with schools and local authorities in London and the North West.

Reserves Policy

The Trustees have decided on the level of reserves that the charity ought to have. Unrestricted funds are needed to:

- Provide funds which can be designated to specific projects to enable these projects to be undertaken at short notice; and
- To cover administration, fundraising and support costs without which the charity could not function

The Trustees consider that, as a medium term goal, it would be prudent that unrestricted funds should be sufficient to cover:

- 3 months administration, fundraising and support costs
- A pool equal to 10% of the average charitable expenditure over the preceding years from which funds can be designated to specific projects and meet our contractual obligations

Khulisa's current target was to create a reserve fund of £285k based on £1,140 target expenditure for 2023/24. Unrestricted general funds at 31 March 2024 were £258k.

As can be seen on pages 14-16 (Risk Management) and page 41 (Financial Review) the Trustees and Leadership Team have a robust plan in place to regenerate reserves.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Khulisa for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they 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 those 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 2019 (FRS 102);
- make judgements 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 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 auditor is unaware
- and
- 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 auditor is 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.

Section 3

Annual Report of the Trustees



Vision, Mission Aims and Activities of Public Benefit

Vision

Our Vision is a society where young people have the social and emotional skills and nurturing environments they need to thrive.

Mission

Our Mission is to support excluded or marginalised young people whose behaviour is deemed challenging or antisocial, and the professionals, peers and carers who support them.

Values

- We Guide: by restoring empathy, self-belief and self-worth
- We Nurture: by believing all people can grow
- We Restore: by enabling people to have an equal voice and building trust and aspiration
- We Empower: by enabling confidence, self-belief and ownership



We're refreshing our Vision, Mission and Values in the coming year, in line with our new strategy. If you want to stay in touch with these developments, sign up to our newsletter

khulisa.co.uk/get-involved/subscribe/

Activities of Public Benefit

The public benefits we aim to deliver through our work are:

- Providing young people at risk of exclusion with social and emotional wellbeing programmes and support that helps them to self-regulate, relate and reason
- Improving the life chances of young people at risk of social and/or school exclusion by improving their wellbeing and their school attendance and attainment
- Building more nurturing communities of adults around young people

Trustees have paid due regard to their public benefit duty in Section 17 of the Charities Act 2011 when deciding what activities the charity should undertake. In the reporting year, these decisions were taken in the context of (1) a national decline in mental health among young people, parents & carers and teaching staff; and (2) a national school attendance crisis in the aftermath of the Covid-19 pandemic. Our adaptive programme model is designed to adapt to the needs in the space, making it well-suited to respond to these changing needs.



Letter from the CEO

Jodie Wickers,
Chief Executive Officer



As I sit down to write this, I am remembering the moment I was told I was excluded from school. I felt shame, so much shame. I felt invisible, could they not see what was going on? I felt alone. They asked why my behaviour had escalated, but I didn't have the words to tell them. I didn't have relationships I could trust. I was already shrouded in shame, I didn't have the strength or the skills to explain. It was hard to think about what this meant for my future, every day was survival.

Sometimes, being a charity CEO feels a bit like fighting for survival; having to face down huge challenges and holding the worry 'will we be okay?'. I often find myself using some of the coping techniques from the Khulisa programme! Regulating myself, doing a body scan, rationalising, not letting myself slide into a shame or/and fear mentality. Reminding myself that if you're brave enough to look outside of yourself and share - there are always people who will help.

My main takeaway from this year is a sense of pride. We have utilised the support and expertise of the team and those around us, and we have successfully followed our rebuild plan and invested in our free reserves, increasing them to £258k and ensuring we lay strong and sustainable foundations for Khulisa's future. So I want

to start by shining a light on the hard work and determination of the team and our supporters in helping us do this. And to reiterate for each and every one of us, that it's only by asking for support, and being willing to take it, that we can really move forward.

We've secured over £1.2m income, stepping over the £1m mark for the first time in Khulisa's history! This has been with our most diverse income portfolio as we've started to develop both our corporate offer and school sales model.

I'm proud of this - because this is what will mean that we can support more young people and for longer - and for me, that's what this is all about. Our increased financial security has enabled us to dream bigger for the role we can play in supporting young people and we have put that straight into action. We have worked with Impetus and EY Parthenon to develop a 3-year strategy for Khulisa. This centres on enhancing our core programme so we can drive forward increased impact for our young people. Alongside supporting them to develop their social and emotional skills and wellbeing, we will now be supporting

them to achieve better engagement and attendance in education. We will also be capturing longer term outcomes; helping us understand both the immediate impact and long-term impact our programme has.

This new programme will more than triple the support hours to young people. Building on the success of our parent/carer pilots, our new programme will also provide direct support to our young people's parents/carers; creating circles of containment, safety and support, changing the environment and strengthening the relationships they have with key adults in their life to support them to sustain their outcomes. As the programme is longer and more complex, there is a highly intentional temporary drop in the number of young people we reach, with us reaching 262 this year - but as we grow, this will rise back up. We are comfortable with this - because we want to be an organisation that focuses on depth of impact, long-term outcomes and truly transformative change for young people in the most under-resourced communities.

Another core element of our new strategy is centering and amplifying young people's voices. We will platform young people and create opportunities to share their story, their way. They will shape our programme design, our recruitment, and be key decision makers in developing our policy and influencing strategy and communications strategy. At the time of publishing (December 2024) I am beyond delighted that we are really starting to see this come into fruition, having already appointed and trained over 20 Young Influencers.

The last year has also seen our team grow; we've welcomed new staff and new board members. We've also been privileged to work with exceptional funders and individuals, who have supported us and provided important critique as we developed our new strategy, generously given us funding and/or

introduced us to their networks and provided useful advice and support.

It's this hope and belief that always keeps me going and that has helped us succeed in the last year - doing it with others, and doing it together.

And the most important thing of all? Is that the young people we work with have been part of this transformational change, they've seen and felt us respond to them and their feedback and they know and feel important, as they absolutely are.

Here's to the year ahead, in community with the young people we serve.

“

“Building on the success of our parent/carer pilots, our new programme will also provide direct support to our young people's parents/carers; creating circles of containment, safety and support.”

Jodie Wickers, CEO of Khulisa

Risk Management

Risk management planning is part of Trustees’ annual planning cycle in collaboration with the Executive Leadership Team who form a risk management plan on which they report quarterly to the Board. Internal controls manage key risks such as financial management and these are periodically reviewed by Trustees, or reviewed when changes in risk or legislation occur.

The key risks for Khulisa are:

| Risk | Mitigation |
|--|--|
| <p>Safeguarding - the charity fails to prevent or respond appropriately to harm</p> | <p>Internal processes governed by a Safeguarding Policy, owned by a Designated Safeguarding Lead, reviewed and updated annually and monitored at board level.</p> <p>New team structure (with Senior Programme Managers) has facilitated a new safeguarding governance structure.</p> <p>All Delivery staff and associate facilitators who work with young people, trained in Safeguarding & Safeguarding Policy.</p> <p>Enhanced DBS checks for all staff and associate facilitators who work directly with young people.</p> <p>External and Internal Staff supervision for staff who work directly with young people and debriefs post-programme.</p> <p>Extensive induction process, including shadowing and being observed in delivery for those working directly with young people.</p> <p>All programmes are delivered by a minimum of two staff/ associate facilitators and are delivered within schools.</p> <p>Programme team linked to school Safeguarding Leads during delivery.</p> |

| Risk | Mitigation |
|--|---|
| <p>Financial - the charity fails to generate enough income to sustain it's planned level of work or to rebuild its reserves</p> | <p>Internal financial controls are monitored quarterly by a Finance Sub-Group of the Board, and the Board at large.</p> <p>Annual budget cycles and quarterly decision making includes pre-emptive pivot plans to be used if needed.</p> <p>Management accounts and income analysis informs full year re forecasts and allows pivot plans to be adopted.</p> <p>A rolling 12 month cash flow forecast keeps management attention on our outlook.</p> <p>We have increased our focus on higher value bids and have identified income opportunities from Corporates.</p> <p>Key focus on income diversification including Corporate and Major Donor income and planning toward a part-paid model for schools.</p> |
| <p>Impact - risks of not meeting our reach targets could adversely affect future fundraising</p> | <p>We have intensified our programme and updated our theory of change to reflect the longer lasting and deeper outcomes we expect this to deliver.</p> <p>We increased flexibility by hiring new facilitators to support a school sales strategy which is central to our plans going forward.</p> <p>Our data suggests that young people's feeling of well-being has remained the same but there was significant improvement in their resilience and emotional regulation during the year.</p> <p>We have started to capture school attendance and attainment data and will monitor these alongside the outcomes we evaluate.</p> <p>We have expanded our participant profile in line with feedback from young people and schools and supported schools to improve referral pathways.</p> |

Risk

Mitigation

Legal - the charity fails to comply with GDPR, HR or Fundraising regulation and laws

The Finance and the People & Culture Sub Groups of the Board have these highly legislated business functions within their remit to scrutinise and the Leadership Team provides quarterly updates to these groups, just prior to quarterly Board meetings.

Live and emerging risks or legal changes are shared via a risk management framework with robust version control to monitor risk/management change over time. We have extended the use of the risk register to include the whole management team.

We have improved system access controls and purchased additional licences for staff.

We have also provided cyber awareness training to all staff and Trustees.

An Introduction from our Head of Evidence and Impact

Zaynab Osman

As Head of Evidence and Impact, I am delighted to share some of the headlines from an impactful year for Khulisa.

The increasing challenge

The past year has presented significant challenges for young people, with a notable decline in their overall wellbeing nationally. A recent study by The Children’s Society (2023)¹ highlighted that the average wellbeing of children aged 10 – 15 in the UK has been on the decline since 2009 – a worrying statistic.

There is also a concerning trend in the decline of life satisfaction for UK children (OECD, 2023)², with 25% of UK students reporting they are not satisfied with life. This is the lowest rating of all EU countries and significantly higher than the OECD average of 18%. This trend, exacerbated by the ongoing impact of the COVID-19 pandemic, underscores the urgent need for support services that prioritise young people’s mental health and wellbeing.



Khulisa’s response

In response to this pressing need, Khulisa has continued to deliver vital support services to young people, enhancing our programme to align with young people’s increasing needs. Our evidence-based programmes are designed to address the unique challenges faced by underserved young people, equipping them with the social and emotional learning tools they need to build resilience, improve their emotional wellbeing and stay in school.

¹ The Children’s Society (2023), ‘The Good Child Report’, (Accessed 1 May 2024)

² OECD (2023), UK Factsheet, ‘PISA 2022 Report (Accessed 1 May 2024)

Our impact

Improved core outcomes:

More than half of our young people have shown notable improvement in their emotional regulation, resilience, and overall wellbeing



Exceeding national standards:

Our young people have consistently outperformed national benchmarks despite increasing challenges nationally, highlighting the effectiveness of our programmes



Empowering young people:

By equipping young people with practical coping skills, we are empowering them with the necessary skills and strategies to overcome trauma and adversity



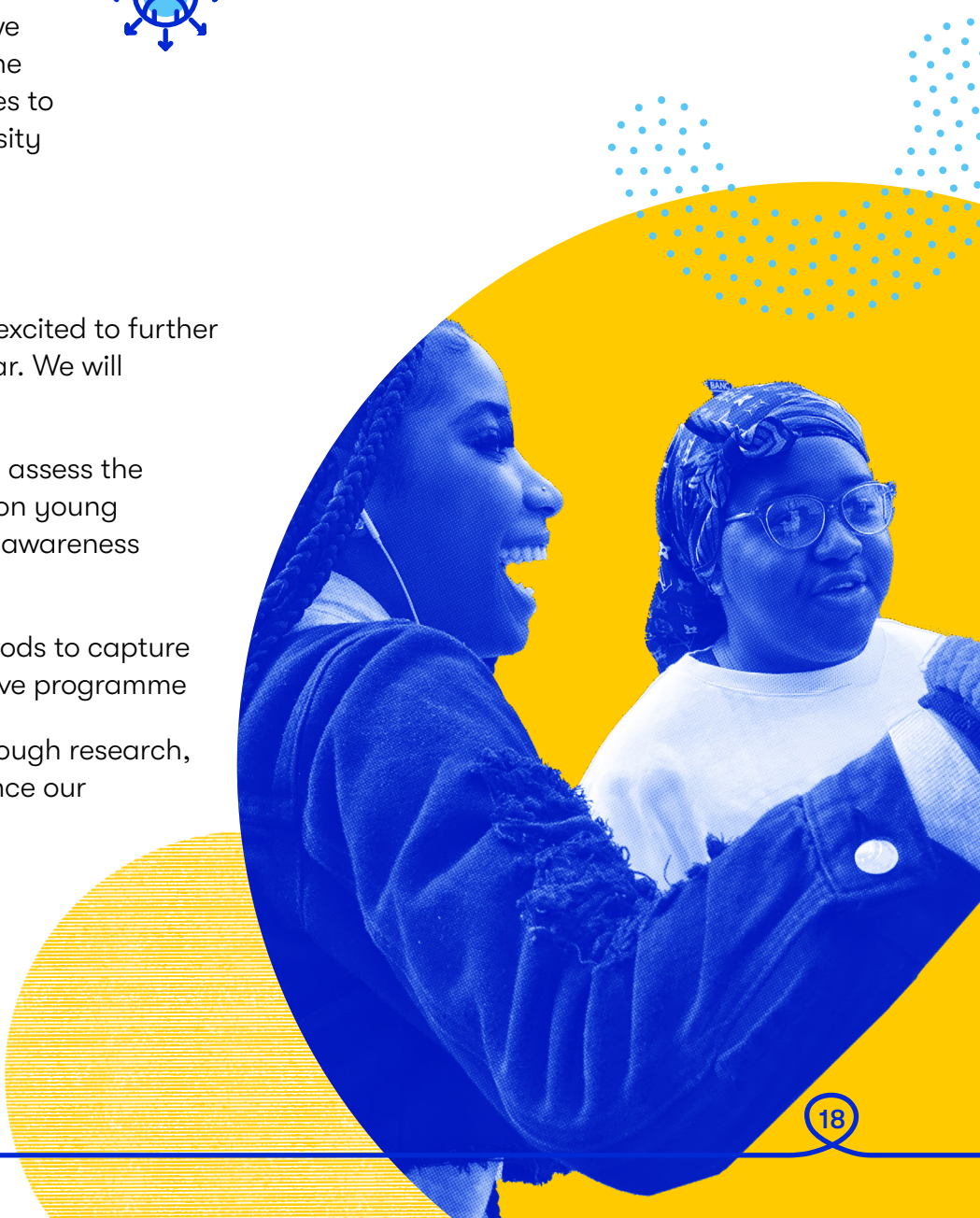
- Build on our successes and adapt to the evolving needs of young people

I joined Khulisa amidst a national crisis in young people’s wellbeing and knowing that the need for Khulisa’s impact has never been greater. I extend my gratitude to my predecessor, Iman Haji, for her invaluable contributions during the financial year 2023/24 and so many years before that, which have been instrumental in Khulisa’s success.

Looking ahead

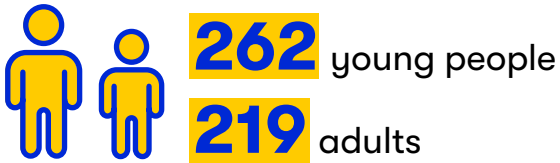
As we move forward, we are excited to further our impact in the coming year. We will continue to:

- Introduce new measures to assess the impact of our programme on young people’s relationships, self-awareness and engagement in school
- Diversify our research methods to capture the full impact of our creative programme
- Empower young people through research, ensuring their voices influence our decision-making



Our year in numbers

We have supported
481 people



We have worked across
London and the North West

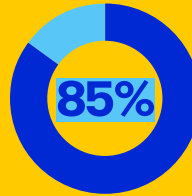
Delivered 28 programmes



There is strong interest and
demand for our programme



308 referrals received



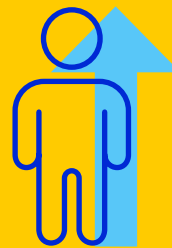
(262) of those referred met our participant criteria and were successfully enrolled onto the programme

Wellbeing



61% of young people reported improvements in Wellbeing

Resilience



58% of young people reported improvements in Resilience

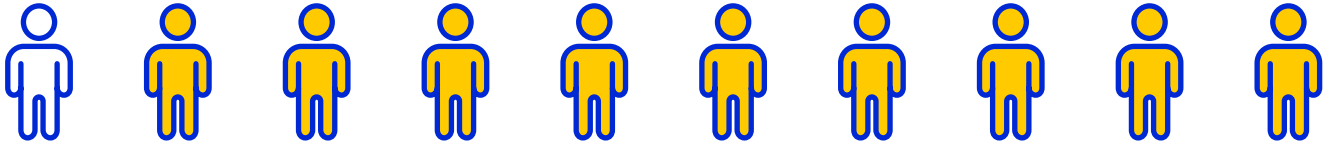
Emotional Regulation

56%

of young people reported improvements in Emotional Regulation

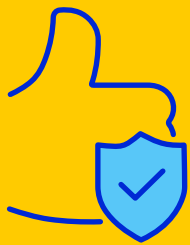


Through teaching essential coping skills, our programmes empower young people to navigate life’s challenges:



9 out of 10 young people report that they used the coping skills they learned with Khulisa after the programme ended

Maintained since 22/23



91%

of young people reported feeling safe and not judged



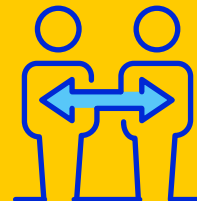
9 out of 10

young people valued Khulisa’s approach and felt it was effective



88%

of young people felt heard, understood and respected in the group



8 out of 10

young people expressed a stronger sense of belonging and connections with their peers

“

I’ve had groups before where I was isolated by myself but that wasn’t the case here”

- Face It participant

64% of young people reported using these skills immediately post-programme

73% of young people reported using these skills after three months

64% of young people reported using these skills after six months

Our Impact

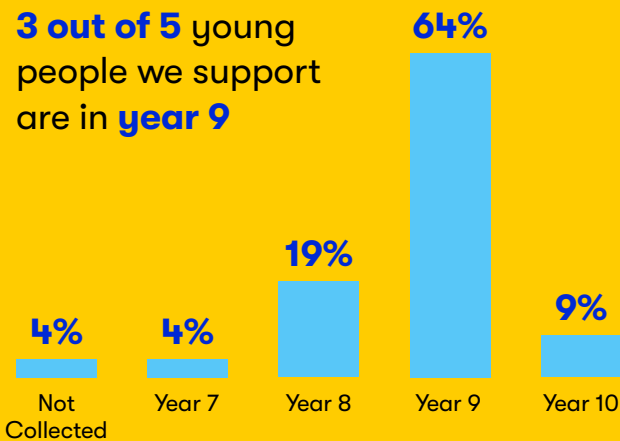
The demographics of the young people we served

Age

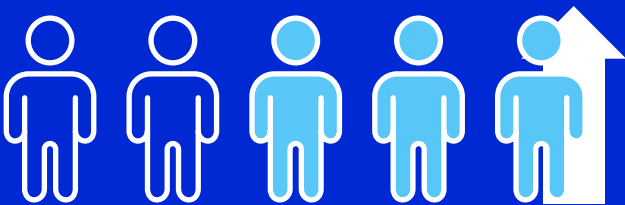


The majority **81%** (206) of young people we support are aged **13 and 14**

3 out of 5 young people we support are in **year 9**



Ethnicity



Over 3 in 5 young people we support are from Global Majority (Black, Asian or Mixed-Heritage) backgrounds

English as an Additional Language (EAL)



1 in 5 (20%) of young people we support have **EAL status**.

This is higher than the **national average of 18.6%** in state funded secondary schools

Free School Meals and Pupil Premium



Over half, 58% (143) of the young people we support were eligible for Free School Meals and **59%** (149) were eligible for Pupil Premium.



This is more than double the **national average of 24.6%** in state funded secondary schools

Special Educational Needs and Disabilities (SEND)



15% of the young people we support have **SEND**.

This is higher than the national average of **13.6%** in schools for young people with **SEND** without an EHC (Education, Health and Care) plan.

Participants with at least one measure of ‘disadvantage’*

3 out of 5, or **68%** (168), young people we support have at least **1 marker of disadvantage**.



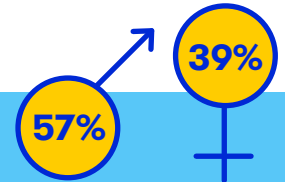
Factors influencing secondary school pupils’ educational outcomes: A literature review supporting the Growing Up in the 2020s study. (2024, September). [\[Report\]](#). Department for Education.

*We are using the term ‘disadvantage’ here to reflect the language in the DfE data set being referred to. However, we acknowledge that this language can be labelling and suggest an inherent deficit in young people. On the contrary, Khulisa knows that young people are full of potential and power and experience disadvantage at the hands of a system which is not fit to meet their needs.

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The data has also helped us to identify areas of growth for next year to help us expand our reach and ensure that all young people have the opportunity to thrive

Gender



Over half, **57%** (150), of the young people we support are male and **39%** (102) are female.**

Compared to the national average of England in 23/24 where **51%** of young people in schools were male and **49%** were female.

**We are using the terms male and female to reflect the DfE data so that we can report against their data set for the purpose of benchmarking. We recognise that gender exists on a vast spectrum and that therefore these terms are limiting and may feel harmful to some young people. In our programmes and in all our work with young people we refer to young people by their chosen pronouns and gender identities without exception or judgement.



Our Impact

A year of empowering young people and exceeding national standards

Our interventions are fostering developments in all our core outcomes, with data showing significant gains in wellbeing

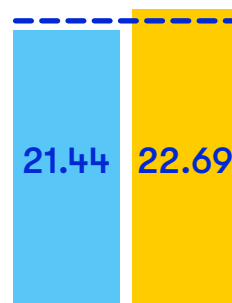
Our 23/24 impact report evidences how Khulisa’s programmes are effectively addressing critical needs, and making a real difference. Young people who participate in our programmes experience significant improvements in their emotional wellbeing, surpassing national benchmarks.

Wellbeing



61% of young people reported improvements in Wellbeing

+5% increase since 22/23



+6% increase in average wellbeing scores

— National average target line
■ Baseline score
■ Post-programme score

- Overall, young people started the programme with Wellbeing scores below the national average and ended the programme with Wellbeing scores above the national average; from **21.44** to **22.69**
- National average target line of **21.6**

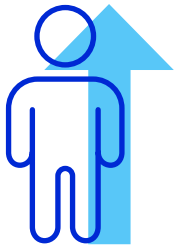
6% percentage increase in average Wellbeing scores

“

We were in some ways doing work because we were working on ourselves and working out our mental health and how to manage ourselves in different types of situations so I guess missing our lessons was benefitting ourselves in a different way”

Face It participant

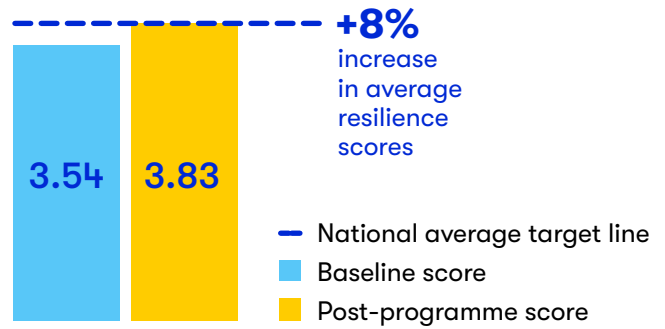
Resilience



58%

of young people reported improvements in Resilience

+3% increase since 22/23



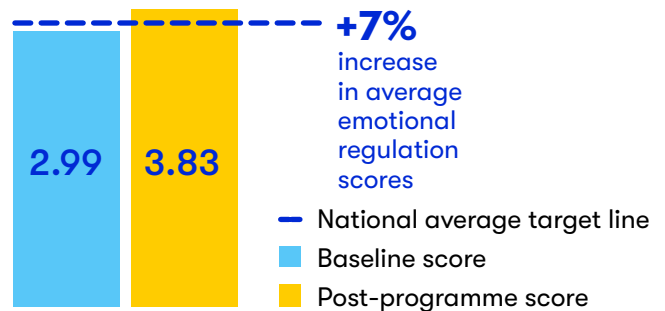
- Overall, young people started the programme with Resilience scores below the national average and ended the programme with Resilience scores that met the national average; from **3.54** to **3.83**
- National average target line of **3.83**
- **8%** increase in average Resilience scores

Emotional Regulation

56%

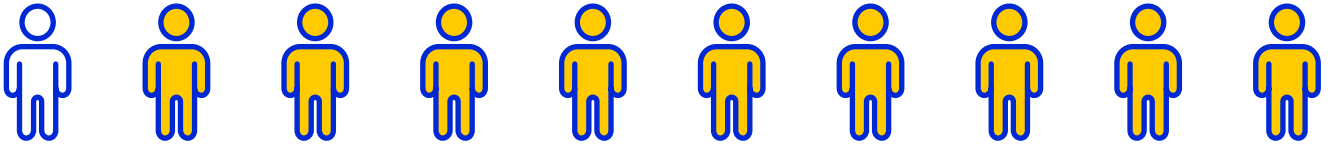
of young people reported improvements in Emotional Regulation

-1% decrease since 22/23



- Overall young people started the programme with Emotional Regulation scores below the national average and ended the programme with resilience scores above the national average; from **2.99** to **3.85**
- National average target line of **3.13**
- **7%** increase in average Emotional Regulation scores

Through teaching essential coping skills, our programmes empower young people to navigate life’s challenges:



9 out of 10 young people report that they used the coping skills they learned with Khulisa after the programme ended
Maintained since 22/23

“

“I learned stuff about myself and how to cope in scenarios. Like if someone does something I would get mad, but now I control myself using the tips: to see what’s around you, move yourself away, catch a breather.”

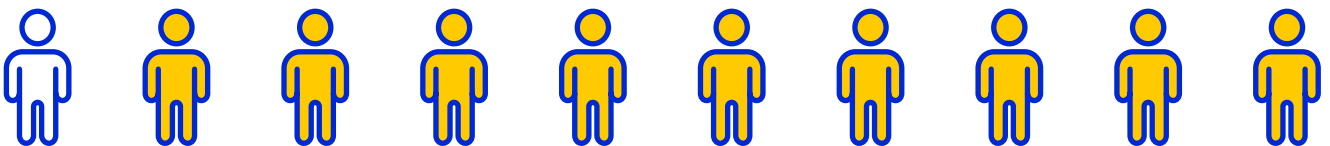
- Face It participant

“

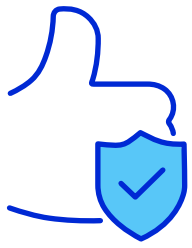
“Khulisa’s programme helped me. It enlightened my senses towards anger management. Expanded my knowledge on how to control myself before moments of panic”

“[Face It] helped me with my anger and triggers; how to calm down and what to do.”

- Face It participant



9 out of 10 young people report feeling safe, understood and respected whilst on our programme



91%

of young people reported feeling safe and not judged



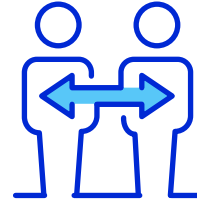
9 out of 10

young people valued Khulisa’s approach and felt it was effective



88%

of young people felt heard, understood and respected in the group



8 out of 10

young people expressed a stronger sense of belonging and connections with their peers

“

I’ve had groups before where I was isolated by myself but that wasn’t the case here”

- Face It participant

Our pilot Face It 2.0 programme demonstrated sustained positive impact, with the majority of young people reporting that they continued to use learned coping skills six months post programme.

We conducted a pilot of our longer more intensive **Face It 2.0 programme** in **October 2023**. We have been tracking outcomes of the 11 young people who took part in the pilot over a longer period of time and learned that the majority of those who completed the programme (attending over 50% of sessions or more) demonstrated sustained use of the learned coping skills after six months.

Studies have shown that it often takes repeated exposure and practise for new habits to become ingrained. In the context of our programme, we have observed that:

64% of young people reported using these skills immediately post-programme

73% of young people reported using these skills after three months

64% of young people reported using these skills after six months

While we are yet to conduct larger scale research into the impact of our revised programme, the preliminary data provides a promising window into the potential impact of Face It 2.0. The future holds exciting possibilities as we delve deeper into the long term effects of our new programme during 2024/2025.

Case Study

Young Person's Story

Meet Amber, who has completed our Face It programme and generously shared some of their personal takeaways and memories.

These are their actual words, but we've changed their name to protect their identity.

My favourite memory from the Khulisa programme is...

Discussions, and art and drawing. For example, when drawing the body map. We drew an outline of a person and wrote the emotions we can feel when we are sad, hurt or angry.

My biggest takeaway or lesson from the programme is...

The trigger game, I learnt to trust others, focus and accept defeat without giving up. When doing the role plays, we thought about different types of violence and what they look like in different situations.

Something I have enjoyed about my 1:1s after the programme is...

I have enjoyed going into detail and being able to talk about my problems 1:1. I like when we had to pick the 'all about me' cards in the first session and answer them and think about how I am doing in school.

My main takeaway from the programme is...

After Khulisa I've felt that I've been more confident and also I've been taking time to take care of myself physically and mentally. I've been able to identify better what my reactions are when I'm angry or upset and been learning about myself more.



Khulisa x

SAFE London

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The SAFE (Support, Attend, Fulfil, Exceed) initiative is a nationwide programme aimed at supporting vulnerable young people by improving wellbeing, behaviour, school attendance, and engagement. Through collaboration with local secondary schools and community partners, SAFE delivers evidence-based interventions that foster safer, more inclusive environments for young people. Khulisa was selected to partner with SAFE in two boroughs; Southwark and Lambeth, enabling us to bring our unique approach to learning social and emotional skills to the forefront of this critical work.

We secured this partnership by aligning with SAFE’s objectives and demonstrating a commitment to youth-centred, therapeutic programming. Following a successful application, we engaged in collaborative planning with SAFE task force teams to establish shared goals and define each partner’s role. Together, we delivered tailored interventions, centred on our flagship programme, “Face It,” which uses therapeutic approaches and creative methods, to address the underlying causes of challenging behaviours and disengagement from school.

Throughout this partnership, we successfully delivered **19** “Face It” programmes, positively impacting **183** young people. Key highlights included significant improvements in emotional regulation, resilience, and overall wellbeing, with many young people exceeding national benchmarks in these areas. Beyond quantitative measures, the programme fostered stronger self-awareness, safer learning environments, and a sense of belonging. With one young person sharing;

“I learnt how to interact with other people better and ask questions instead of assuming. I feel more confident.”

The success of these programmes reflects the strength of our partnership working, in which we play to the relative strengths of each partner. The insights and feedback gained from this collaboration are guiding us as we evolve Face It toward longer lasting impact for young people.

Faye Hussain, Lead Commissioner, Newham SAFE Taskforce, had this to say about working with Khulisa;

“

“Working with Khulisa on the SAFE initiative has been transformative for both our schools and the young people we serve. Khulisa’s tailored approach through the ‘Face It’ programme has been invaluable in helping our students develop essential social and emotional skills. Their team’s commitment, collaboration, and unique methods have created lasting positive changes, including improved attendance, and more positive behaviour. This partnership truly exemplifies the power of collaboration in making a meaningful difference.”

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Khulisa x

Park View School



School stats:

1120 students

46% Pupil Premium

Ofsted Feb 2023 - Good

IDACI* rating - 5 most disadvantaged

Spotlight on our partnership with Park View School



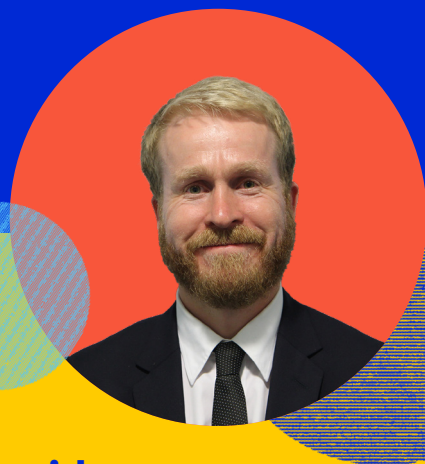
Khulisa has partnered with Park View School in Haringey **since 2019** and since **schools reopened in 2021**, we've delivered 12 transformative **"Face It"** programmes, empowering **117 young people** with tools for resilience and growth.

Our partnership with Park View continues to inspire change and create lasting positive outcomes. Impact Highlights from our latest programme delivery include

96% of young people used coping skills learnt on the programme

68% of young people had improved resilience

*IDACI means 'Income Deprivation Affecting Children Index' (IDACI) 2019. The deprivation of a provider is based on the mean of the deprivation indices associated with the home postcodes of the pupils attending the school rather than the location of the school itself. The schools are divided into five equal groups (quintiles), from 'most deprived' (quintile 5) to 'least deprived' (quintile 1)



Will Berridge, Assistant Head Teacher at Park View School says;

"Park View School has worked closely with Khulisa for many years to support the evolving emotional needs of our students. Together, we support young people's emotional wellbeing, providing the tools they need to thrive in and out of the classroom. Through Khulisa's support, we've seen improvements in both attendance and attainment, reflecting the lasting impact of this work.

One memorable success was with a student who had often been disengaged who, during the programme, smiled around school for the first time, fully engaged in Khulisa's sessions and found a renewed sense of connection. Another standout was a student who typically resists interventions and struggles with engagement. Despite her usual reluctance, she shared how much she enjoyed the programme, which was a huge step forward.

These experiences are just a glimpse of the positive impact Khulisa has had on our students. We're excited to see this partnership continue to support and uplift young people in meaningful ways"

Meet a Senior Programme Manager



Tasha,
JNC Youth
and
Community
Worker &
Trainee
Integrative
Therapist

What’s your role and how long have you worked at Khulisa?

I’m a Senior Programme Manager and I’ve been at Khulisa 3.5 years

What’s your go-to creative activity in the young person programme and why is it so effective?

Role plays! Literally - role plays can be used to embed the learning for ANY programme material:

What triggers you, and what happens in your body when you’re triggered?

Role play to embed it.

What are the different levels of violence?

Role play to show me that you understand the effects of emotional violence (which is so often underestimated)

Want to be a criminologist in the future?

Role play the interview for the job!

You can literally use it for anything, and the young people become so creative showcasing the depths to what they have understood of it.

The programme is becoming more intensive and now works with parents, carers and teachers too. What are you most excited about in this new programme?

Making more of a difference in the life of the young people we serve.

We hear a lot from the young people themselves about how the adults in their life have the power to affect them, so it will be great getting everyone speaking the same language. With the Trauma Training, I’m excited to see how teachers will move towards a trauma-informed way of working. We need teachers to create nurturing environments that keep young people regulated and ready to connect with each other and learn.

With the parenting programme, I am excited about demystifying the confusing world of the teenage brain. Parenthood does not come with a manual so I am hopeful that this knowledge will help to make small differences within the homes of the young people we serve. I am just excited to see everyone more prepared, educated and equipped to help shape the future of the next generation.

What’s the best and the hardest thing about delivering the programme in mainstream secondary schools?

The best thing is connecting with young people. I thrive on these moments and interactions. Young people are so amazing, insightful, intelligent and clued up - more than we give them credit. I love learning from them and challenging them.

The hardest thing is getting schools to understand the way we work. We often get questions or challenges on why we do the things we do; e.g., “Why can young people keep their coats on in sessions?” (though we tell them once they leave the room, traditional school rules apply). Well, we like to give them autonomy over their own bodies/regulate their own temperature. This may clash with traditional school rules outside of our sessions, but young people are so much more likely to be able to follow this rule day to day once they’ve learned first on our programme how to self-regulate when rules they dislike are in place. Our programme reduces so-called ‘behaviour incidents’ precisely because we give young people autonomy while they are learning this skill.

What’s the simplest way you would explain Bruce Perry’s 3 Rs (Regulate, Relate, Reason), and why is this such an important skill to have?

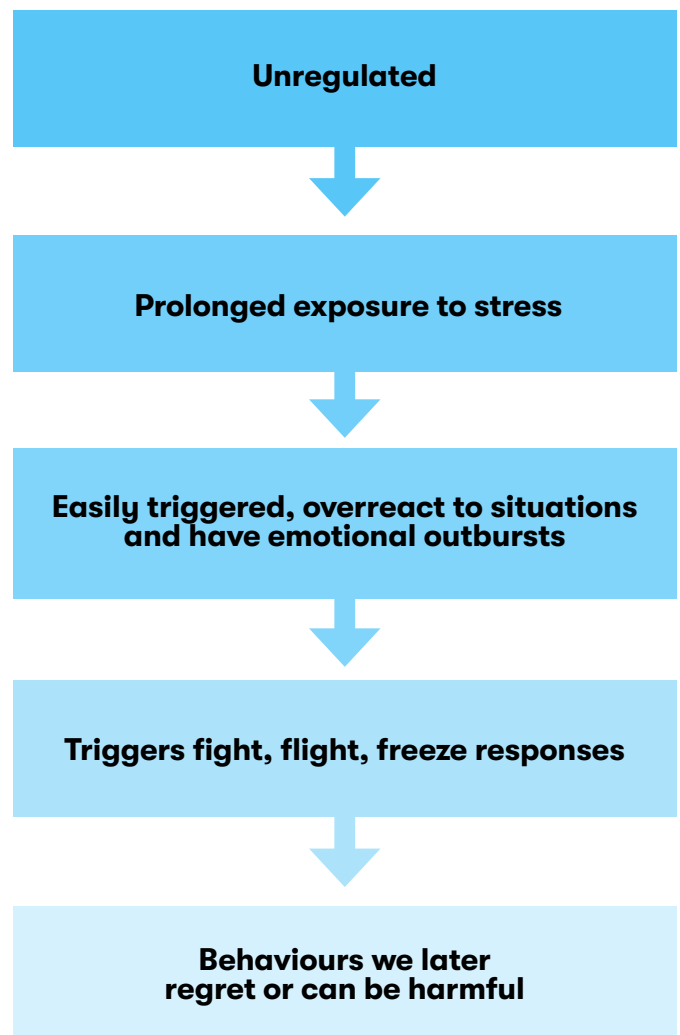
Regulated people build better relationships, have better health prospects, make better decisions, have improved performance and have better mental health.

If you are not regulated, then you simply cannot function effectively. Without regulation we cannot tap into our higher-level brain functions; e.g., reason, logic,

reflect, learn, process, think and then plan. Have you ever tried to do something that requires deep thought when you do not feel safe or grounded?

You probably didn’t do a great job.

Bruce Perry’s 3 Rs is such an easy framework to remind people of the little steps to learning and developing as a person. It is an important skill to have as we know that being unregulated means prolonged exposure to stress, which leads to people who are easily triggered, overreact to situations and have emotional outbursts, which triggers the automatic way to perceived threat - fight, flight, freeze responses - which can often lead to behaviours we later regret or can be harmful. It is impossible to relate to and reason with a person who is not regulated in a survival response.





“

Young people are so amazing, insightful, intelligent and clued up - more than we give them credit. I love learning from them and challenging them.” - Tasha

Our Influencing

At Khulisa, we've always believed in the power of evaluation to ensure the highest quality and most impactful support for young people. Our journey in influencing educational policy and practice reflects this commitment, focusing on understanding the nuanced challenges in schools today and collaborating with umbrella bodies, policymakers, researchers, and communities. This work may be in its infancy, but we're proud of the influence we've had with our small but mighty team and the vision we've built to mature our advocacy and influencing work.

Here's what we've been up to...

Influencing policy makers

In April 2023, we responded to the Department for Education's inquiry into teacher retention and recruitment, advocating for policy changes that prioritise teacher wellbeing. We also engaged in key discussions through roundtables with the Children and Young People's Mental Health Coalition and the All-Party Parliamentary Group on school exclusions. These events provided platforms to share insights from our work with vulnerable students, emphasising the need for inclusive policies that address mental health and behavioural needs in school settings.



Winning a Fair Education Alliance Scaling award

We were awarded the FEA Scaling Award, a two-year investment in our strategic and leadership development. This support enhances our capacity to share best practice in promoting wellbeing in schools, marking a significant milestone in amplifying our policy impact.

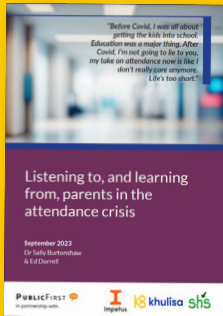
Scaling Award Winner



@_TheFEA
#FoilEducationAwards



Contributing to research on the school attendance crisis



In September 2023, Khulisa - in partnership with Public First, School-Home Support, and Impetus - released groundbreaking research highlighting

the alarming decline in school attendance, exacerbated by the pandemic and cost-of-living crisis.

“My eldest - she was playing football, she was well into her sport, confident, outgoing, and then we were put on lockdown. Now she gets herself worked up about situations. And then obviously, because she gets herself worked up, then she’s getting headaches, stomach aches, she feels sick. So she misses school due to it now.” - **Female, Manchester, social group E, children aged 5, 6 and 11**

Under-served young people are more likely to be absent. In **2022-2023**, **37.9%** of under-served pupils were persistently absent, compared to **16.7%** of their peers with access to services and support.

“Attendance and absence have gone through the roof, and I can’t see what the government are doing about it. They’re not really doing - they’ve left the schools and head teachers to deal with it, and then you get parents that are really angry and then obviously, they back off because don’t want to – so we’re fighting for our kids.” - **Female, Manchester, children aged 5 and 10**

Parents told us that they’d noticed a big rise in anxiety, in both their own children and in their peers. This was reflected in additional ‘mental health days’ where children were too tired, stressed or anxious to attend school. Like the young people we’re supporting, these issues are felt most acutely in communities where services and access to services has historically been lacking.

“My son’s mental health went bad. So now he’s having therapy. They do some therapy in school and things like that. It’s not enough.” - **Female, Manchester, children aged 5 and 10**

Our CEO, Jodie Wickers, shared key insights from this report, offering recommendations for policymakers to address attendance challenges.

“The idea that every school day matters, once a cornerstone of the parent-school relationship, has been abandoned. And this is a shift with significant implications for both education and student well-being.” - **Jodie Wickers, CEO**

This is problematic because poor school attendance leads to lower academic achievements across all ages. Missing out on school also means missing out on opportunities for support: Regular school attendance provides broader social, health, and civic benefits, with school-based interventions like Khulisa’s supporting struggling students.

The report gained extensive media coverage, reaching a broad audience through outlets like *LBC*, *The Guardian*, *ITV*, *Sky News*, and *The Telegraph*.

[Read the report here](#)

Or visit bit.ly/KhulisaReport

Contributing to a Pilot RCT (Randomised Control Trial)

In September 2023 we were pleased to embark upon an ambitious pilot RCT in partnership with The Lab, funded by Stuart Roden and the Youth Endowment Fund.

During the pilot RCT we were pleased to support 29 young people across 4 programmes. We took the difficult decision to withdraw from the evaluation six months later after careful consideration with the Lab and in consultation with schools and young people. We had encountered some challenges including: schools' capacity to fulfil the reporting requirements and some hesitance from young people, parents and carers to participate in this trial. Our primary interest, in making this decision, was to listen to young people and their families and recognise the limitations schools currently had in partnering with us under the conditions of an RCT.

We look forward to the publication of the full RCT findings in January 2025, which will include data contributed by Khulisa, and remain committed to rigorous evaluation and learning.

Commitment to Long-Term evidence

We published our two-year evaluation with ImpactEd on our flagship programme, Face It, assessing its impact on social and emotional skills and wellbeing among young people in London and Manchester. Results showed significant improvements in wellbeing, resilience, self-regulation, and coping skills. This evidence will guide our continued advocacy as we engage heads and policymakers, furthering our long-term commitment to influencing educational policy through research and collaboration to benefit students and educators alike.

[Watch our CEO and Head of Impact discuss the results of our schools research report here](#) 

bit.ly/KhulisaDiscussReport



Children & Young People's Mental Health Coalition

Spotlight on Trauma Training



The transition to adolescence and to secondary school can be especially challenging for young people with an experience of trauma or adversity. This often places them at an increased risk of exclusion, social isolation or poor mental health. Teachers and pastoral teams are under significant pressure to drive up attendance and attainment despite reduced budgets. It's no wonder that educators are struggling to effectively look after their own wellbeing in this context! Yet they are the very frontline of support, when trauma-experienced young people need help to stay in the classroom and get the education they deserve.

We took feedback from teachers in our Whole School Approach; the very earliest iteration of our more systemic work with adults around the young person. In these 1-hour twilight sessions, we equipped educators with trauma training theory to prepare them for supporting triggered and dysregulated young people. Educators told us that whilst they recognised the importance of being familiar with the theory, they often struggled to translate this into practice, particularly within whole classroom environments.

Based on this feedback, we have now enhanced our staff trauma-training programme. The programme now focuses on building staff awareness of applied

trauma-informed practice; equipping them with essential knowledge and strategies for effective methods to be used within the classroom, whilst recognising the importance of their own self-care.

Our new offer introduces theory and encourages reflective practice and experiential learning. This approach enables educators to go deeper into thinking about where they may have their own responses. It also allows them to recognise, regulate and process this so that they are in the best possible position to support and co-regulate their students to trauma responses through informed principles and positive healing relationships.

“

“Teachers and pastoral teams are under significant pressure to drive up attendance and attainment despite reduced budgets. It's no wonder that educators are struggling to effectively look after their own wellbeing in this context!”

What's next for Khulisa?

The last year has been a difficult one for the sector, and we have needed to focus on building and investing in our stability. We are now ready to move forward with the core goals of our 2024-27 strategy:

Moving Programme Development toward deeper, longer lasting outcomes via Face It 2.0

Building our Youth Voice strand, so that young people are front and centre of our decisions and our work

Strengthening our Partnership working with Schools

Stabilising and investing in our infrastructure.

Programme Development

In collaboration with both young people and schools, we took the decision to intensify our programme, more than tripling its duration, breadth and depth. In addition, we also introduced new outcome measures, such as self-awareness, relationships and engagement in school.

Why?

Because our new strategy is about sustained and deeper outcomes.

It's less about growing reach in competition with our peers, and more about doing what we do to an excellent

standard. This means we're working with fewer young people than last year and that our path to growth will be intentionally gradual. The growth we want is sustained growth - where we are embedded in schools and communities, and where the young people on our programme are set up with social and emotional skills which endure long beyond our programme and into their promising lives ahead.

This might seem like a bold choice at a time where (1) funding in the charity sector is under more pressure than ever; and (2) intensive interventions ask for a greater commitment of funders. However, we believe this pressure calls for a collaborative response focused on the growing needs of a crisis in national school attendance and a national decline in young people's wellbeing.

We need funders and partners who will stand with us to achieve lasting change for young people and for the long-term public gain. If you would like to support Khulisa's work to set young people up with the social and emotional skills they need for life, please contact info@khulisa.co.uk and we would love to discuss how you can help.



Youth Voice

Our vision for Youth Voice places young people at the heart of Khulisa’s decision-making, ensuring their influence shapes every aspect of our inward- and outward-facing work.

Adapting to young people’s feedback has been baked into our programme design since its inception and now we want to give them opportunities to learn and to shape both the work we do and the education world around them.

Over the next 3 years, this approach will see young people leading as influencers, interviewers, and co-creators across various projects. For example, Young Interviewers will help recruit staff, bringing unique insights to the process, while the Young Influencers programme will drive campaigns and creative initiatives. This strategy began with youth-led evaluations and continues to evolve based on feedback from the young people themselves.

Our asset-based approach recognises young people as experts in their own experiences and as innately powerful individuals with the capacity for strong social and emotional skills.

Whether it’s through shaping services, leading advocacy campaigns, or influencing policies – young people will play a central role in driving change across the charity. Creativity will be a key tool in amplifying their voices, ensuring that Khulisa remains an inclusive space where young people feel empowered to lead with purpose. Our long-term vision is for Khulisa to be at the forefront of influencing both policy and practice in mainstream education, and thus we are building a movement of young people who can be central to this work.

Partnership working with schools

We’ve worked in mainstream schools since 2011. These schools are central to our new strategy, which targets economically marginalised young people in mainstream secondary education who are failed by a system which isn’t setting them up to thrive.

We’re shifting to a part-paid for model with schools, with the aims of (1) making our newer intensive work more sustainable and (2) professionalising our relationships with the education sector. We source match-funders for our school partnerships, so that schools never need to pay the full costs but always get the full impact.

Our model and impact measurements are grounded firmly in young people’s outcomes while also providing schools the data and evidence they need for meeting both National Pupil Premium Strategy best practice and evidence in readiness for OFSTED inspections. This has been streamlined by our use of ImpactEd software, making data reporting seamless for all of our school partners.



Investing in infrastructure

Delivering our ambitious strategy requires the right people, resources, systems and processes to enable our work with young people. In the coming year we are reviewing our infrastructure needs and investing in an operational development plan. A core part of this work will be a transformed delivery operating model which is fit for the longer and more varied Face It 2.0 programme.



This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees on 16th December 2024 and signed by:

Jean-Marc Morel
Chair

Date: 16/12/2024

Section 4

Income and Financial Report



Independent Auditor's Report to the members of: **Khulisa** (A Company Limited by Guarantee and not having a share capital)



Opinion

We have audited the financial statements of Khulisa (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities (incorporating Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement 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 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 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 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 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.

- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Kevin Fisher BA FCA CTA
(Senior Statutory Auditor)
For and on behalf of Kingston
Burrowes Audit Ltd
Statutory Auditor
2024

308 Ewell Road
Surbiton
Surrey
KT6 7AL



18th December 2024

Statement of Financial Activities

For the year ended 31 March 2024

(Incorporating Income and Expenditure Account)

| | Notes | Unrestricted Funds | Restricted Funds | 2024 Total Funds | 2023 Total Funds |
|------------------------------------|-------|--------------------|------------------|------------------|------------------|
| | | £ | £ | £ | £ |
| Income and endowments from: | | | | | |
| Donations and legacies | 2 | 580,582 | 0 | 580,582 | 319,729 |
| Charitable activities | 3 | 73,503 | 542,164 | 615,667 | 407,187 |
| Investments | 4 | 3,191 | 0 | 3,191 | 289 |
| Other income | | 17,134 | 0 | 17,134 | 408 |
| | | 674,410 | 542,164 | 1,216,574 | 727,613 |
| Expenditure on: | | | | | |
| Raising Funds | 5 | 162,114 | 0 | 162,114 | 158,727 |
| Charitable Activities | 6 | 33,950 | 825,500 | 859,450 | 844,221 |
| | | 196,064 | 825,500 | 1,021,564 | 1,002,948 |
| Net income / (expenditure) | 7 | 478,346 | (283,336) | 195,010 | (275,335) |
| Transfers between funds | 14 | (241,171) | 241,171 | 0 | 0 |
| Net movement in funds | | 237,175 | (42,165) | 195,010 | (275,335) |
| Total funds brought forward | 14 | 21,152 | 118,011 | 139,163 | 414,498 |
| Total funds carried forward | 14 | 258,327 | 75,846 | 334,173 | 139,163 |

All income and expenditure is derived from continuing activities.

The Statement of Financial Activities includes all recognised gains and losses.

The notes form part of these Financial Statements.

Balance Sheet

As at 31 March 2024

| | Notes | 2024 | | 2023 | |
|-------------------------------------|-------|----------------|-----------------------|----------------|-----------------------|
| | | £ | £ | £ | £ |
| FIXED ASSETS: | | | | | |
| Tangible fixed assets | 9 | | 6,824 | | 8,317 |
| CURRENT ASSETS | | | | | |
| Debtors | 10 | 47,502 | | 9,008 | |
| Cash at bank | | 440,821 | | 370,477 | |
| | | <u>488,323</u> | | <u>379,485</u> | |
| CREDITORS | | | | | |
| Amounts falling due within one year | 11 | <u>160,974</u> | | <u>248,639</u> | |
| NET CURRENT ASSETS | | | <u>327,349</u> | | <u>130,846</u> |
| NET ASSETS | 15 | | <u>334,173</u> | | <u>139,163</u> |
| Represented by: | | | | | |
| Unrestricted Funds | 14 | | 258,327 | | 21,152 |
| Restricted Funds | 14 | | 75,846 | | 118,011 |
| TOTAL FUNDS | | | <u>334,173</u> | | <u>139,163</u> |

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accompanying notes form part of these Financial Statements.

Approved by the Board of Trustees on 16th December 2024 and signed by:



Jean-Marc Morel
Chair

Date: 16/12/2024

Cash Flow Statement

For the year ending 31 March 2024

| | 2024 | 2023 |
|--|----------------|----------------|
| | £ | £ |
| Cash flows from operating activities | | |
| Net movement in funds per Statement of Financial Activities | 195,010 | (275,335) |
| Adjustments for: | | |
| Depreciation | 4,257 | 4,395 |
| Loss/(profit) on disposal of tangible fixed assets | 0 | 0 |
| Interest receivable | (3,191) | (289) |
| (Increase) / decrease in debtors | (38,494) | 167,154 |
| Increase / (decrease) in creditors | (87,665) | 164,986 |
| Net cash provided by/ (used in) operating activities | 69,917 | 60,911 |
| Cash flows from investing activities | | |
| Interest received | 3,191 | 289 |
| Purchase of tangible fixed assets | (2,764) | (994) |
| Proceeds from the disposal of tangible fixed assets | 0 | 0 |
| Net cash provided by / (used in) investing activities | 427 | (705) |
| Change in cash and cash equivalents | 70,344 | 60,206 |
| Cash and cash equivalents brought forward | 370,477 | 310,271 |
| Cash and cash equivalents carried forward | 440,821 | 370,477 |
| Analysis of cash and cash equivalents | 2024 | 2023 |
| | £ | £ |
| Cash at bank | 440,821 | 370,477 |

Notes to the Financial Statements

For the year ending 31 March 2023

1 ACCOUNTING POLICIES

a) Basis of accounting

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis and under the historical cost convention. The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Company status

Khulisa is a private company, registered in England and Wales, limited by guarantee, has no share capital and is also a registered charity. In the event of the Company

being wound up, each member is liable to contribute an amount not exceeding £1. The address of the registered office is given in the Reference and Administrative Information on page 2.

c) Capital items & depreciation

Office equipment and fixtures and fittings are depreciated using the straight line method over four years. Other Project assets are depreciated over the life of the project, (normally three years) apart from project assets that are fully grant funded, which are written off in the year of purchase. Capital items have a minimum purchase cost of £500.

d) Income

Items of income are recognised in the Statement of financial Activities (SOFA) when all of the following criteria are met:

- the charity is entitled to the funds;
- any performance conditions have been met;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

The company received government support through the Coronavirus Job Retention Scheme which is accounted for on the accruals basis.

e) Expenditure

Expenditure is recognised on an accruals basis as soon as there is a legal or constructive obligation committing the charity. Expenditure includes any VAT which cannot be recovered.

Expenditure on raising funds includes those costs incurred on attracting donations and grant funding.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Expenditure is allocated under the principal categories of the SOFA on a basis designed to reflect the use of the resource. Direct costs relating to a particular activity are allocated directly, support costs are allocated on an appropriate basis, e.g. floor areas, per capita or estimated usage.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity. In addition to ongoing Governance costs, one-off costs incurred in connection with building governance capacity are included within Charitable Activities and are in part matched by specific funding.

f) Fund accounting

Restricted funds are funds subject to specific conditions imposed by the donors, or by appeals for specific projects, and the purpose and use of restricted funds is set out in the notes to the financial statements. Designated funds are unrestricted funds which are set aside for specific purposes at the discretion of the Trustees.

The general fund comprises the accumulated surpluses on the SOFA less any funds designated for specific purposes by the Trustees.

g) Pension costs

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2 INCOME FROM DONATIONS AND LEGACIES

| | Unrestricted Funds | Restricted Funds | 2024 Total Funds | 2023 Total Funds |
|---------------------|--------------------|------------------|------------------|------------------|
| | £ | £ | £ | £ |
| Core support grants | 461,500 | 0 | 461,500 | 305,000 |
| Donations | 119,082 | 0 | 119,082 | 14,729 |
| | 580,582 | 0 | 580,582 | 319,729 |

All of the £319,729 recognised in 2023 related to unrestricted funds

3 INCOME FROM CHARITABLE ACTIVITIES

| | Unrestricted Funds | Restricted Funds | 2024 Total Funds | 2023 Total Funds |
|-----------------------|--------------------|------------------|------------------|------------------|
| | £ | £ | £ | £ |
| Sales of Training | 73,503 | 0 | 73,503 | 57,722 |
| Grants | | | | |
| Face It | 0 | 271,498 | 271,498 | 232,057 |
| Community | 0 | 0 | 0 | 0 |
| Silence The Violence | 0 | 0 | 0 | 0 |
| Other Funded Projects | 0 | 270,666 | 270,666 | 117,408 |
| | 73,503 | 542,164 | 615,667 | 407,187 |

Of the £407,187 recognised in 2023, £58,222 related to unrestricted funds and £348,965 related to restricted funds.

4 INCOME FROM INVESTMENTS

| | 2024 | 2023 |
|---------------|--------------|------------|
| | £ | £ |
| Bank interest | 3,191 | 289 |
| | 3,191 | 289 |

All the income is unrestricted for both years.

5 EXPENDITURE RAISING FUNDS

| | Direct Costs | Support Costs | 2024 Total | 2023 Total |
|--------------|----------------|---------------|----------------|----------------|
| | £ | £ | £ | £ |
| Fund raising | 148,923 | 13,191 | 162,114 | 158,727 |
| | 148,923 | 13,191 | 162,114 | 158,727 |

Expenditure on raising funds was entirely unrestricted in both years.

6 EXPENDITURE ON CHARITABLE ACTIVITIES

| <u>Analysed by activity:</u> | 2024 | 2024 | 2024 | 2023 |
|------------------------------|----------------|----------------|----------------|----------------|
| | Direct Costs | Support Costs | Total | Total |
| | £ | £ | £ | £ |
| Face It | 437,787 | 72,582 | 510,369 | 574,542 |
| Community | 1,931 | 369 | 2,300 | 48,251 |
| Silence the Violence | 0 | 0 | 0 | 19,750 |
| Trauma | 28,500 | 5,450 | 33,950 | 138,403 |
| Other funded projects | 47,256 | 265,575 | 312,831 | 63,275 |
| | 515,474 | 343,976 | 859,450 | 844,221 |

| <u>Analysed by nature:</u> | 2024 | 2023 |
|---|----------------|----------------|
| | £ | £ |
| Direct Costs | | |
| Delivery staff salaries | 369,166 | 377,442 |
| Facilitator costs | 30,371 | 37,608 |
| Other direct programme costs | 28,206 | 57,082 |
| Assessment and evaluation | 62,155 | 29,925 |
| Staff training | 23,397 | 27,693 |
| HR & recruitment | 2,179 | 0 |
| | 515,474 | 529,750 |
| Support Costs | | |
| Core Staff salaries | 247,738 | 231,951 |
| Accounting & payroll | 3,170 | 3,099 |
| Office & IT(Business Admin Costs) | 35,345 | 28,922 |
| Premises costs (Rent) | 36,971 | 33,245 |
| Governance: Staff Salaries | 15,946 | 12,507 |
| Governance: Audit Fees | 4,590 | 4,680 |
| Governance: Trustee Expenses and Strategy | 216 | 67 |
| | 343,976 | 314,471 |
| | 859,450 | 844,221 |

Of the £859,450 expenditure recognised in 2024 (2023: £844,221) £33,950 (2023: £138,403) was charged to unrestricted funds and £825,500 (2023: £705,818) was charged to restricted funds

7 NET INCOME/ (EXPENDITURE)

This is stated after charging/(crediting):

| | |
|---|--|
| Depreciation | |
| Operating lease rentals | |
| Auditor’s remuneration - Audit services | |
| Auditor’s remuneration - Non - audit services | |

| 2024 | 2023 |
|--------|--------|
| Total | Total |
| £ | £ |
| 4,257 | 4,395 |
| 35,542 | 37,551 |
| 3,090 | 3,090 |
| 1,500 | 1,590 |

8 STAFF COSTS

| | |
|-------------------------------|--|
| Salaries | |
| Employer’s National Insurance | |
| Employer’s Pension Costs | |
| Redundancy costs | |
| Temporary staff | |

| 2024 | 2023 |
|----------------|----------------|
| £ | £ |
| 681,903 | 586,991 |
| 66,069 | 59,058 |
| 45,789 | 31,216 |
| 0 | 9,200 |
| 1,576 | 21,795 |
| 795,337 | 708,260 |

Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 were as follows:

| | |
|-------------------|--|
| £60,000 - £70,000 | |
| £60,000 - £70,000 | |

| 2024 | 2023 |
|------|------|
| No. | No. |
| 1 | 1 |
| 1 | 0 |

Total employee benefits of key management personnel

| 2024 | 2023 |
|---------|---------|
| £ | £ |
| 400,322 | 267,114 |

Average number of staff based on full-time equivalents

| 2024 | 2023 |
|------|------|
| No. | No. |
| 16 | 15 |

Average monthly number of staff

| | |
|----|----|
| 19 | 16 |
|----|----|

9 FIXED ASSETS

| | 2024 | 2023 |
|-------------------------|---------------|---------------|
| | £ | £ |
| Cost | | |
| At 1 April 2023 | 17,016 | 16,022 |
| Additions in year | 2,764 | 994 |
| Disposals in year | 0 | 0 |
| At 31 March 2024 | 19,780 | 17,016 |
| Depreciation | | |
| At 1 April 2023 | 8,699 | 4,304 |
| Charge for the year | 4,257 | 4,395 |
| Eliminated on disposal | 0 | 0 |
| At 31 March 2024 | 12,956 | 8,699 |
| Net book value | | |
| At 31 March 2024 | 6,824 | 8,317 |

10 DEBTORS

| | 2024 | 2023 |
|--------------------------------|---------------|--------------|
| | £ | £ |
| Trade debtors | 7,488 | 487 |
| Other debtors | 5,843 | 1,646 |
| Prepayments and accrued income | 34,171 | 6,875 |
| | 47,502 | 9,008 |

11 CREDITORS

| | 2024 | 2023 |
|-------------------------------------|----------------|----------------|
| | £ | £ |
| Amounts falling due within one year | | |
| Trade creditors | 30,192 | 21,726 |
| Social security and other taxes | 27,709 | 14,463 |
| Accrued expenses | 6,849 | 5,780 |
| Deferred income (see below) | 96,224 | 206,670 |
| | 160,974 | 248,639 |

| | Balance | Additions | Released | Balance |
|----------------------|------------|-----------|-----------|-------------|
| | 1 Apr 2023 | In year | to income | 31 Mar 2024 |
| | £ | £ | £ | £ |
| Grants and donations | 206,670 | 96,224 | £206,670 | 96,224 |

Deferred income relates to contracts for which the income is received in advance of the services to be provided.

12 RELATED PARTY TRANSACTIONS

No trustee received remuneration in 2023-24 or 2022-23. The total cost of Board activity in 2023-24 was £Nil (£Nil in 2022-23).

Two trustee's expenses of £215 were reimbursed in 2023-24 (£67 in 2022-23)

| | 2024 | 2023 |
|---|--------|--------|
| Unrestricted donations from related parties | £5,000 | £5,000 |

A fee of £5,000 was paid to DNA Elite Soccer, a company of which one of the former Trustees, Jonathon Bines, is a related party. Mr Bines subsequently made a donation of £5,000 as part of the Big Give Campaign.

13 TAXATION

No Corporation tax has been provided in these financial statements because the company, a registered charity, is within the exemption granted by Part 11 of the Corporation Tax Act, 2010

14 MOVEMENT IN FUNDS

| | Opening Balance 1 Apr 2023 | Income | Expenditure | Transfers between funds | Closing Balance 31 Mar 2024 |
|---------------------------------|----------------------------------|------------------|------------------|-------------------------------|--------------------------------------|
| | £ | £ | £ | £ | £ |
| RESTRICTED FUNDS | | | | | |
| Face It | 0 | 271,498 | 510,369 | 238,871 | 0 |
| Community | 0 | 0 | 2,300 | 2,300 | 0 |
| Silence The Violence | 25,615 | 0 | 0 | 0 | 25,615 |
| Other Funded Projects | 92,396 | 270,666 | 312,831 | 0 | 50,231 |
| Total Restricted Funds | 118,011 | 542,164 | 825,500 | 241,171 | 75,846 |
| UNRESTRICTED FUNDS | | | | | |
| General fund | 21,152 | 674,410 | 196,064 | (241,171) | 258,327 |
| Total Unrestricted Funds | 21,152 | 674,410 | 196,064 | (241,171) | 258,327 |
| Total Funds | 139,163 | 1,216,574 | 1,021,564 | 0 | 334,173 |

14 MOVEMENT IN FUNDS / Cont.

| | Opening Balance 1 Apr 2022 | Income | Expenditure | Transfers between funds | Closing Balance 31 Mar 2023 |
|---------------------------------|-------------------------------|----------------|------------------|-------------------------------|--------------------------------------|
| | £ | £ | £ | £ | £ |
| RESTRICTED FUNDS | | | | | |
| Face It | 0 | 231,557 | 574,542 | 342,985 | 0 |
| Community | 0 | 0 | 48,251 | 48,251 | 0 |
| Silence The Violence | 45,365 | 0 | 19,750 | 0 | 25,615 |
| Other Funded Projects | 38,263 | 117,408 | 63,275 | 0 | 92,396 |
| Total Restricted Funds | 83,628 | 348,965 | 705,818 | 391,236 | 118,011 |
| UNRESTRICTED FUNDS | | | | | |
| General fund | 330,870 | 378,648 | 297,130 | (391,236) | 21,152 |
| Total Unrestricted Funds | 330,870 | 378,648 | 297,130 | (391,236) | 21,152 |
| Total Funds | 414,498 | 727,613 | 1,002,948 | 0 | 139,163 |

Face It funding provided to Khulisa is committed to delivering programmes in schools settings for 11-18 year olds at risk of gang violence and school exclusion who may or may not already be in contact with the police and youth offending services.

Community funds are committed to supporting adults, parents and professionals in partnership with Local Authorities

Other funded projects support our charitable objectives and are primarily intended to develop our organisational resources and infrastructure to meet defined goals.

Partners on active projects, who have provided unrestricted funding include:

| | |
|----------------------------------|----------------------------------|
| AB Charitable Trust | HMRC |
| Alexandra Primary School | Impetus |
| Barratt Foundation | John Lyons Charity |
| BBC Children In Need | Joseph Rowntree Charitable Trust |
| Berkeley Homes Foundation | Karnani Household |
| Borrows Charitable Trust | O'Donnell Household |
| Charles Russell Speechlys | The Big Give |
| Christine King Memorial Trust | The David Family Foundation |
| Donald Byford D Charitable Trust | The Drapers Company |
| Esmee Fairbairn | The Henry Smith Charity |
| Garfield Weston | The Leathersellers' Company |
| GB News | |

The Monday Trust
 The Rank Foundation
 Vintners’ Company
 Winterbottom Household
 WISE Philanthropy

Partners actively supporting our Face It programmes include:

Allen & Overy
 BBC Children In Need
 Berkeley Homes Foundation
 CB & HH Taylor Charitable Trust
 Charles Hayward Foundation
 Dulverton Trust
 John Lyons Charity
 National Lottery Community Fund
 Newcomen Collet Foundation

The Eveson Charitable Trust
 The Shears Foundation
 Young Barnet Foundation
 Young Harrow Foundation

Finally, there are active projects to support our operations and infrastructure. These include:

Berkeley Homes Foundation
 Ending Youth Violence Lab
 Fair Education Alliance
 Fidelity Foundation
 The Considered Ask Foundation
 The Constable Educational Trust

15 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

| | 2024 Unrestricted | 2024 Restricted | 2024 Total |
|---------------------------------------|------------------------------|----------------------------|-----------------------|
| | £ | £ | £ |
| Fixed assets | | | |
| Tangible fixed assets | 6,824 | 0 | 6,824 |
| Current assets | | | |
| Debtors | 38,071 | 9,431 | 47,502 |
| Cash at bank | 250,085 | 190,736 | 440,821 |
| | 288,156 | 200,167 | 488,323 |
| Liabilities | | | |
| Creditors falling due within one year | (36,653) | (124,321) | (160,974) |
| Net Assets | 258,327 | 75,846 | 334,173 |

15 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS/ Cont.

Comparative information for the net assets between funds is as follows:

| | 2023 Unrestricted £ | 2023 Restricted £ | 2023 Total £ |
|---------------------------------------|---|---------------------------------------|----------------------------------|
| Fixed assets | | | |
| Tangible fixed assets | 8,317 | 0 | 8,317 |
| Current assets | | | |
| Debtors | 9,008 | 0 | 9,008 |
| Cash at bank | 20,025 | 350,452 | 370,477 |
| | 29,033 | 350,452 | 379,485 |
| Liabilities | | | |
| Creditors falling due within one year | (16,198) | (232,441) | (248,639) |
| | (16,198) | (232,441) | (248,639) |
| Net Assets | 21,152 | 118,011 | 139,163 |

16 CONTINGENT ASSETS

The total grant funding awarded to the charity in respect of multi-year grants but not recognised as income amounts to £1,143,035 as at 31 March 2024 (2023: £830,282). These funds will be recognised in accordance with agreed budgets and specified or implied timeframes.

17 OPERATING LEASE COMMITMENTS

At 31 March 2024, the total minimum payments due under non-cancellable operating lease agreements amounted to £7,341 (2023: £1,841). These payments fall due within one year.

Thank you to our funders and supporters

We are grateful to the funders, communities and partners who helped make our work happen this year;

AB Charitable Trust

Arc Walworth

Bacons College

BBC Children In Need

**Behavioural Insights Lab -
Ending Youth Violence**

Berkeley Homes Foundation

Centre for Mental Health

Centre for Social Justice

Charles Hayward Foundation

**Charles Russell Speechlys
Foundation**

Chesterhill Charitable Trust

**Children and Young People
Mental Health Coalition**

Christine King Memorial Trust

**City of London Academy -
Southwark**

Compass Wellbeing CIC

Cumberland School

Department for Education

East Lea Community School

Fair Education Alliance

Fidelity Foundation

Harper Green School

**Harris Academy - Crystal
Palace**

**Harris Boys Academy East
Dulwich**

ImpactEd

Impetus - Backing the Best

John Lyons Charity

Langdon Academy

Lister Community School

Little Ilford School

**Manchester Communications
Academy**

Mr G Annessa

Mr J Bines

National Childrens' Bureau

**National Lottery Community
Fund**

Newlands Academy

**North Central East London
(NCEL) CAMHS**

Parkview School

Plashet School

Rooks Heath School

**Sacred Heart Catholic High
School**

Saracens High School

Sarah Bonnell School

Stratford Academy

**The Allen Overy Shearman
Sterling Foundation**

The Barratt Foundation

**The Big Give Foundation and Sir
Alec Reed**

The Borrows Charitable Trust

**The Bruno Schroder Charity
Trust**

The Cardec Trust

**The Charter School North
Dulwich**

**The Community of the
Presentation Trust**

The Considered Ask Foundation

The David Family Foundation

The Drapers Company

The Dulverton Trust

The Eveson Charitable Trust

The Henry Smith Charity

The Leathersellers' Company

**The London Borough of
Newham**

**The London Borough of
Southwark**

The Monday Charitable Trust

The Morel Family

WISE Philanthropy

Young Barnet Foundation

Young Harrow Foundation



Schools

Book your free consultation call now to discuss Academic Year 25/26 programmes by emailing partnerships@khulisa.co.uk

Khulisa Annual Report and Accounts

for the year ending 31st March 2024

KHULISA

England & Wales - Charity number 1120562

Accounts



Khulisa Annual Report and Accounts

for the year ended 31st March 2023



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Foreword from the Chair of Trustees

Jean-Marc Morel



Khulisa's work has always been critical and the last year has shown just how essential our support is in a post-pandemic world. Young people have been suffering from increased levels of ill mental health, their support networks of parents, carers & teachers are weakened by long-covid, and rates of student absenteeism are at an all time high. The sum of these parts is that the young people on Khulisa programmes have increased levels of disadvantage and a rise in the number and complexity of their needs.

In response to this, we supported our highest number of young people to date. Importantly, we have done this while retaining our impact and delivering our highest number of programmes for the adults in young people's lives. I am proud to say we have provided support to those who need it the most, when they needed it the most.

Our impact was captured excellently during a participatory evaluation led by the young people from our programmes, with support from Insight Share and The Considered Ask. Launching this in a room full of our partners and funders was a key highlight of the year and testament to the work of the team for retaining excellence across delivery and impact, despite the rising need, complexity and backdrop they are working in.

Like many charities emerging from the pandemic and delivering during a cost of living crisis, this year challenged us financially. Competition for income sources grew just as fast as our need to adapt in a post-pandemic world and deliver services at speed, seriously challenging our reserves. We have been able to weather this storm and take valued lessons forward, creating a robust plan to steer back to a healthy financial position. Our work with Impetus has been key to this, with their support we have developed a diverse and sustainable income model that will feed into our 2024-2027 3 year business plan. We look forward to sharing how this progresses with you.

I want to take this opportunity to thank the fantastic team at Khulisa and the funders and supporters who join us in our mission to break cycles of trauma and adversity and close the social and emotional skills gap.

Section 1

Legal and Administrative Information

Reference and Administrative Information

Charity registration number: England and Wales: 1120562
Company registration number: 06210432
Registered office address: 30a Acre Lane, London, England, SW2 5SG

Board of Trustees

| | |
|--|--|
| Jean-Marc Morel (Treasurer and Chair) | Dami Solebo (Deputy Chair) |
| Philippa Frankl | Sharon Kalsy |
| Rob Dickinson | Adrienne Sanders |
| Daniel Morris - resigned 12 April 2022 | James Fornara - resigned 30 September 2022 |

Company Secretary

| | |
|-----------------|---|
| Nana Adjekum | Appointed 03 April 2023 |
| Iman Haji | Interim 24 November 2022 to 02 April 2023 |
| Allessia Abbate | Resigned 23 November 2022 |

Leadership Team

| | |
|----------------|---|
| Jodie Wickers | Chief Executive Officer - promoted from Director of Programmes and Partnerships to interim CEO on 23 November 2022 and confirmed permanently in post on 02 April 2023 |
| Cara Cinnamon | Chief Executive Officer - resigned 22 November 2022 |
| Tony O'Donnell | Head of Finance - appointed 15 August 2022 |
| Tara Bashir | Director of Finance & Operations - resigned 22 July 2022 |
| Ellie Johnson | Chief Operating Officer - resigned 13 October 2022 |
| Annie Barber | Director of Evidence and Programme Design - resigned 09 January 2023 |

Auditors

Myrus Smith Chartered Accountants,
Norman House,
8 Burnell Road,
Sutton,
Surrey,
SM1 4BW

Bankers

Lloyds TSB PLC,
19-21 The Quadrant,
Richmond,
TW9 1BP

Section 2

Structure, Governance and Management



Nature of Governing Document

Khulisa is a limited company by guarantee (06210432), a registered charity in England and Wales (1120562) and is governed by its Memorandum and Articles of Association. The charity was incorporated in 2007, having originated in South Africa. The South African charity - Khulisa Social Solutions - is a separate entity and licences Khulisa (UK) the use of their intellectual property for the purpose of programme delivery. Khulisa (UK) has a unique delivery model, blending therapeutic principles with creative arts in group settings.

Organisation

Trustees

Khulisa has a diverse Board of Trustees who bring a variety of expertise and lived-experience to their voluntary role as Board members. Trustees are appointed for a 3-year term with a limit of 2 consecutive terms served.

Staff

As of March 31, 2023, Khulisa had 13 staff members (full and part-time) based in London and the North West and worked with a bank of circa 5 freelance facilitators. All Delivery staff and freelancers are trained in Khulisa's programme methodology and have their suitable qualifications assessed during the recruitment phase, which also includes a full enhanced DBS check.

Members

Khulisa has reviewed its' member base and revised its' membership offer to better serve the needs of the charity. Khulisa offered all members the opportunity to either remain a member, apply to become a trustee, resign or support the charity in the role of an ambassador/Major Donor. This resulted in 3 members remaining, with whom we have kept in touch and involved in the work of the charity.

Recruitment, appointment and induction of Trustees

Trustees are recruited through an open and transparent process, utilising social media, staff & Board networks and our website to spread the word of new opportunities. Applicants are required to submit a CV and suitable candidates are then interviewed by the Chair who will then make any other introductions as necessary. For example, prospective candidates may be introduced to other Board members, the CEO or members of the Senior Leadership Team.

Successful candidates can then be elected by a majority vote of the Trustees at any regular meeting. Inductions for new Trustees includes pairing them with a ‘buddy’ from the existing Board membership, guiding them through various legal and strategic information, independent safeguarding training and having introductory conversations with various Trustees, the CEO and the Senior Leadership Team.

Pay policy

Salaries for new Senior Leadership hires are made through Board consultation and the Board oversees high level salary bands and pay policies via a People and Culture Sub Committee. Specific salaries at all other levels are set by the CEO and Senior Leadership Team. Khulisa leads a performance management process annually; based on performance and the financial health of the organisation, salary recommendations are made to the board (with a requirement that 50% of the board are present to approve). These salary increase levels are based on Khulisa’s Pay & Remuneration Policy which sets out salary banding for different levels of seniority (bench marked to equivalent sized charities).

Related parties and cooperation with partners

Our Trustees conduct their role without any remuneration nor benefit from the charity. Any reasonable expenses that they incur while performing their role as a Trustee are reimbursed, provided they fall within the expense policy.

In order to reach young people, parents & carers and professionals who are most in need of our programmes, we work in partnership with schools and local authorities in London and the North West.

Reserves Policy

The Trustees have decided on the level of reserves that the charity ought to have. Unrestricted funds are needed to:

- Provide funds which can be designated to specific projects to enable these projects to be undertaken at short notice; and
- To cover administration, fundraising and support costs without which the charity could not function

The Trustees consider that, as a medium term goal, it would be prudent that unrestricted funds should be sufficient to cover:

- 3 months administration, fundraising and support costs
- Provide a pool equal to 10% of the average charitable expenditure over the preceding years from which funds can be designated to specific projects and meet our contractual obligations

Khulisa's current target was to create a reserve fund of £309k based on £1,236k target expenditure for 2022/23. Unrestricted general funds at 31 March 2023 were £21k.

As can be seen on [pages 16-18](#) (Risk Management) and [page 31](#) (Financial Review) the Trustees and Leadership Team have a robust plan in place to regenerate reserves.

Statement of Trustees' Responsibilities

The trustees (who are also directors of Khulisa for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 those 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 2019 (FRS 102);
- make judgements 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 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 auditor is unaware

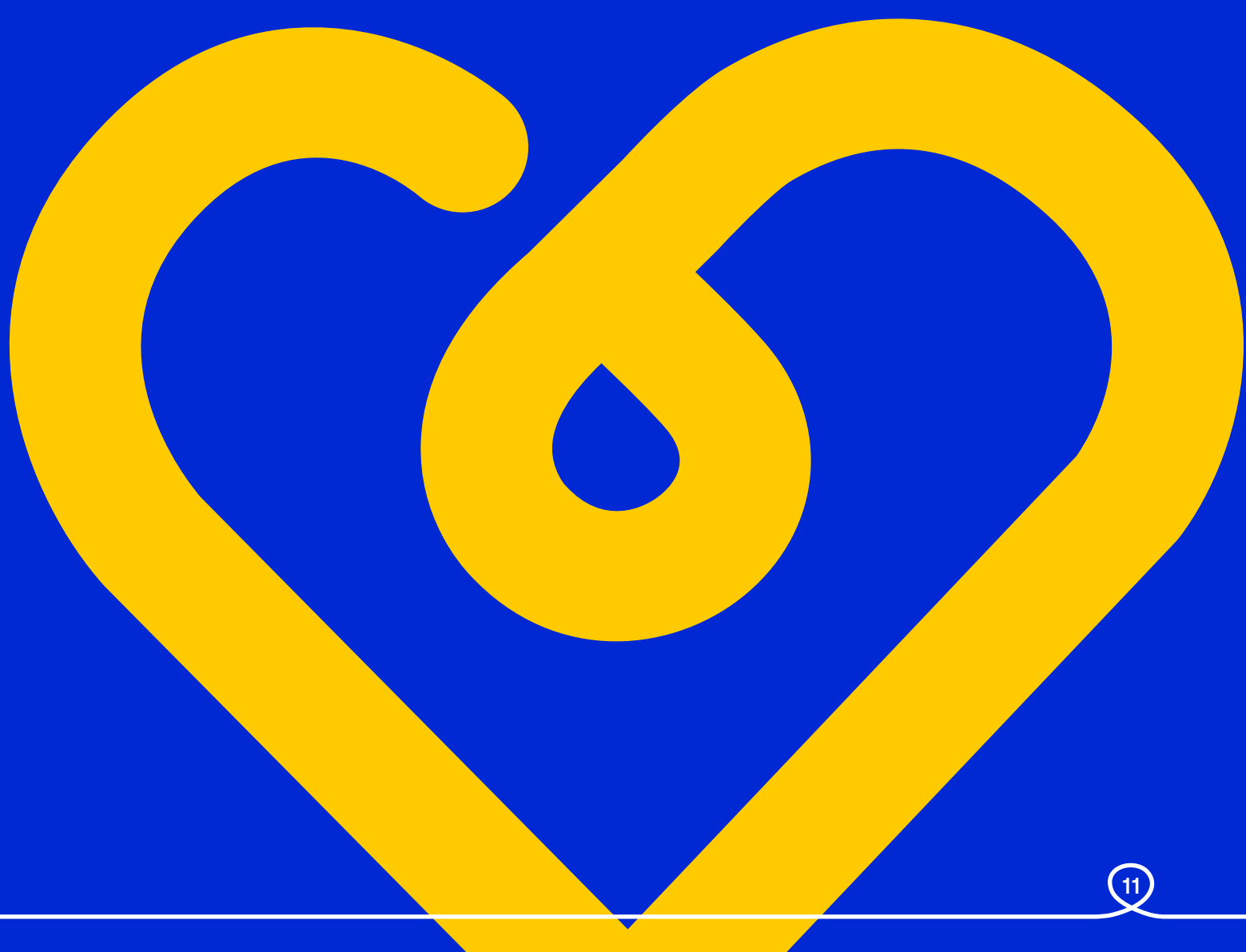
and

- 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 auditor is 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.

Section 3

Annual Report of the Trustees



Vision, Mission Aims and Activities of Public Benefit



Vision

Our Vision is a society where young people have the social and emotional skills and nurturing environments they need to thrive.

Mission

Our Mission is to support excluded or marginalised young people whose behaviour is deemed challenging or antisocial, and the professionals, peers and carers who support them.

Values

- We Guide: by restoring empathy, self-belief and self-worth
- We Nurture: by believing all people can grow
- We Restore: by enabling people to have an equal voice and building trust and aspiration
- We Empower: by enabling confidence, self-belief and ownership

Activities of Public Benefit

We believe that the public benefits we deliver are:

- Providing young people at risk of exclusion and involvement in crime or violence with social and emotional wellbeing programmes and support that helps them to self-regulate, relate and reason.
- Improving the life chances of young people at risk of exclusion and violence. Improve attendance, attainment and behaviour in school
- More nurturing communities for all young people

Trustees have paid due regard to their public benefit duty in section 17 of Charities Act 2011 when deciding what activities the charity should undertake.

In the reporting year, these decisions were taken in the context of a post-pandemic world, where young people & teachers returned in person to school and their parents & carers to places of work. The decline in mental health among young people, parents & carers and teaching staff in the aftermath of the Covid-19 pandemic has been well documented and our adaptive programme model, which is designed to adapt to the needs in the space, was well suited to respond to these changing needs.

Looking Ahead

Our focus for the year ahead, starting in April 2023, is on reimagining and codifying our programme design for longer-lasting impact and increased impact-measurability, rebuilding our unrestricted reserves and diversifying our income. Positively, thanks to steps already taken, at the time of publishing this report we are already most of the way toward our 23/24 income target. We will be diversifying our income, by investing in testing commissioning partnerships and working with key local authorities, who are specifically looking to address youth violence in their boroughs. We will also be partnering with researchers and peer charities on research into the unique perspective of parents and carers regarding school attendance, in the wake of the pandemic. Our Diversity, Equity, Inclusion and Belonging (DEIB) work and our strides toward embedding youth voice into our work will continue to be a core focus.



Letter from the CEO

Jodie Wickers, Chief Executive Officer

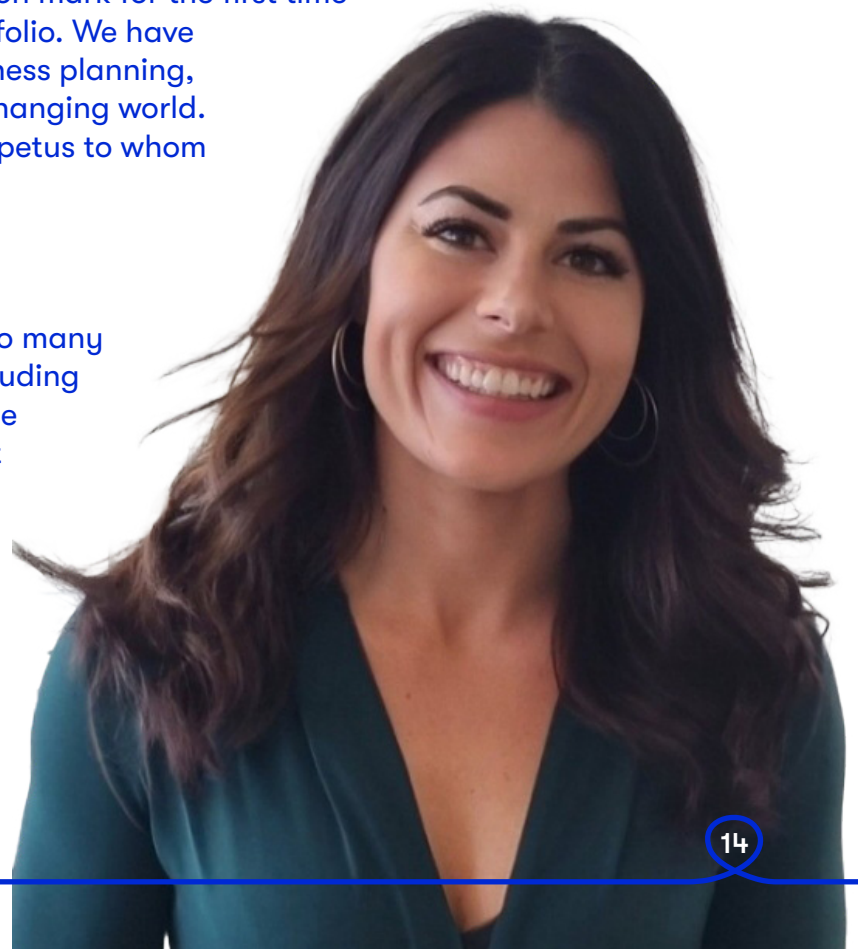
It was my pleasure to step up to Chief Executive of Khulisa in December 2022. I am greatly appreciative of the work of my predecessor, Cara Cinnamon, for her leadership of Khulisa in the first part of this financial year.

During this year, we've provided intensive support for 762 young people. Rihanna, Hamid, Micheal are some of their names. I have been lucky enough to meet many of them, and to speak to their teachers and families to hear about the impact of the programme. It is vital that we hear directly from them, and that we continuously ask; are we meeting their needs in a changing world? We launched and screened our first youth-led evaluation so we could find out and we have since pledged our commitment to making the voice of young people central to our work at Khulisa. I look forward to sharing with you how this challenges and develops us even further.

In the spirit of learning and development, Khulisa has learnt a great deal this year and I'm proud to say we did it by listening. We listened to young people, funders and peers and by doing so we found a way through a challenging financial time. We have already put those learnings into action and at the time of publishing (Dec 2023) have fundraised over the £1 million mark for the first time and with our most diverse income portfolio. We have made huge strides forward in our business planning, balancing ambition with realism in a changing world. This has been greatly supported by Impetus to whom I send my sincerest gratitude.

Leading Khulisa is a huge privilege.

I have experienced similar adversities to many young people on our programmes, including being excluded from school myself. One of my greatest learnings has been that adversity is remedied by letting others help and nurture. I've learned that when you are able to open yourself to receiving that support (including the constructive challenge!) then it can be your greatest strength of all.



In the last year, I have felt nurtured and empowered by an incredible board, team and array of funders and partners. They have helped me thrive and step into challenges. They have helped me feel proud of my lived experience, and the young people I am representing in this role.

Together, we have not just weathered the storm, but we have helped Khulisa come out stronger and with a more sustainable future ahead. So much of this journey applies to the young people we work with, and I hope by seeing me in this role, they know that one day they can be a CEO too! I look forward to Khulisa and our community of funders and partners continuing to guide, nurture and empower them to thrive.



One of our strengths in the last year has been our ability to listen. Listening to the young people we work with, listening to our funders and partners, using their expertise.

Jodie Wickers, CEO of Khulisa

Risk Management

Risk management planning is part of Trustees annual planning cycle in collaboration with the Leadership Team who form a risk management plan on which they report quarterly to the Board. Internal controls manage key risks such as financial management and these are periodically reviewed by Trustees, or reviewed when changes in risk or legislation occur.

The key risks for Khulisa are:

| Risk | Mitigation |
|--|---|
| <p>Safeguarding - the charity fails to prevent or respond appropriately to harm</p> | <p>Internal processes governed by a Safeguarding Policy, owned by a Designated Safeguarding Lead and reviewed annually.</p> <p>All Delivery staff and associate facilitators who work with young people, trained in Safeguarding & Safeguarding Policy.</p> <p>Enhanced DBS checks for all Delivery staff and associate facilitators who work directly with young people.</p> <p>External and Internal Staff supervision for staff who work directly with young people and debriefs post-programme.</p> <p>Extensive induction process, including shadowing and being observed in delivery for those working directly with young people.</p> <p>All programmes are delivered by a minimum of two staff/ associate facilitators and are delivered within schools.</p> <p>Programme team linked to school Safeguarding Leads during delivery.</p> |

| Risk | Mitigation |
|--|--|
| <p>Financial - the charity fails to generate enough income to sustain it’s planned level of work or to rebuild its reserves</p> | <p>Internal financial controls set annually and monitored quarterly by a Finance Sub-Group of the Board, and the Board at large.</p> <p>Annual budget cycles and quarterly decision making includes pre-emptive pivot plans to be used if needed.</p> <p>Monthly management accounts and income analysis informs full year reforecasts and allows pivot plans to be adopted. A rolling 12 month cash flow forecast keeps management attention on the near future.</p> <p>Key focus on building strategic, long term, high level grants from strategic partners who are aligned with our mission and vision.</p> <p>Key focus on income diversification including Corporate and Major Donor income and planning toward a part-paid model for schools.</p> |
| <p>Reputation - the charity falls into disrepute with funders, partners or the public</p> | <p>We are shifting our approach to work in a longer term relationship with schools, who are our main delivery partners. We work in close partnership with key staff and invite feedback on our work as routine.</p> <p>We are investing in our approach to People and Culture, in order to maximise staff retention and employee experience (thus avoiding the risk to funded/ regulated deliverables when people leave). This includes our growing focus on Diversity, Equity, Inclusion and Belonging, our review of staff salaries, benefits and learning and development packages to ensure competitiveness with sector peers, more efficient systems to support sustainability and a new office environment that promotes inclusivity and wellbeing*.</p> <p>Internal controls are in place for key regulatory matters such as fundraising, financial management, HR and safeguarding such that any failure to comply with regulation of the law is prevented and any less-than-excellent practice can be responded to and learned from (see also ‘Legal’ risk mitigation, below)</p> |

*we are thankful to Desmond & Dempsey for their generous charity rates for our rental of their office space two days per week.

Risk

Legal - the charity fails to comply with GDPR, HR or Fundraising regulation and laws

Mitigation

The Finance and the People & Culture Sub Groups of the Board have these highly legislated business functions within their remit to scrutinise and the Leadership Team provides quarterly updates to these groups, just prior to quarterly Board meetings.

Live and emerging risks or legal changes are shared via a live risk management framework with robust version control to monitor risk/management change over time.

The charity has policies related to each of these business areas and we are planning to develop our ethical fundraising, whistleblowing and data policies in 23/24



Our Impact:

An Introduction from our Head of Evidence and Impact

As Head of Evidence and Impact, I am delighted to share some of the headlines from an impactful year for Khulisa.



Iman Haji,
Head of Evidence
and Impact

In a year when [84% of young people across the country spoke about ongoing challenges with mental health and wellbeing¹](#) as a result of the pandemic, we are pleased to report that our flagship programme, designed to provide intermediate support for children who otherwise struggle to access essential mental health services, continued to deliver positive results across all our core outcomes.

Over just 6 weeks:

- Participants on our Face It programme went from reporting wellbeing and emotional regulation levels significantly below the averages to surpassing the national benchmarks for both these measures.

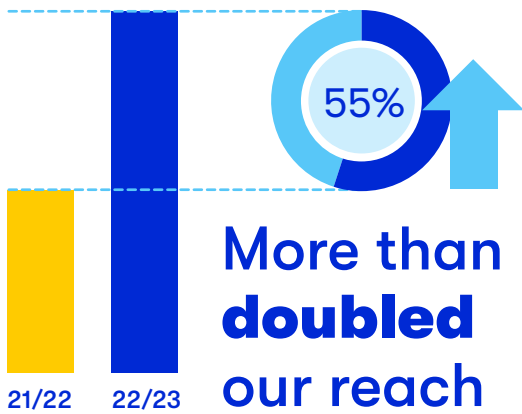
- **61%** of participants reported improved levels of resilience
- **90%** of participants reported using the coping strategies they learned on Face It in the weeks following the programme.
- **88%** reported improved levels of social connection

This achievement not only underscores the effectiveness of our approach but also highlights the tangible and swift positive impact we continue to make in the lives of young people navigating the complexities of life and school in a new post-pandemic landscape.

¹ Pearson (2022) School Report. Schools Today, Schools Tomorrow. Views on education in England - 2022 and beyond.

Our Impact:

Our year in numbers



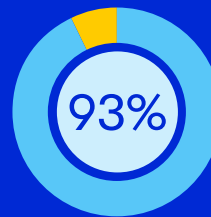
We reached **2,275** young people and adults through our flagship programmes (up from **1,467** in 21/22)



1,513 parents, carers and professionals trained (up from **765** in 21/22)



762 young people reached



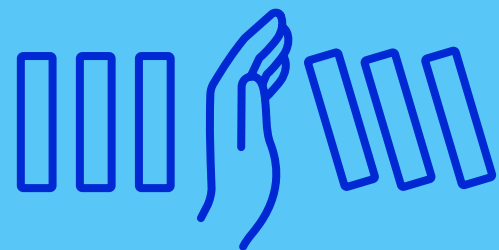
of them (**706**) received intensive interventions (up from **702** in 21/22)



462 young people experienced Khulisa’s support as part of the school curriculum



244 young people benefited from our flagship Face It programme



Delivered more **intensive** sessions than ever

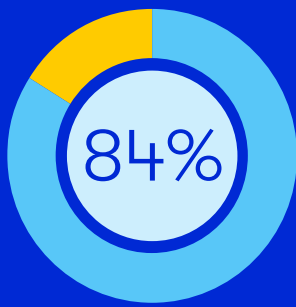


of our **77** interventions were **in-depth interventions** (consisting of more than one session)

Up **44%** from the year before



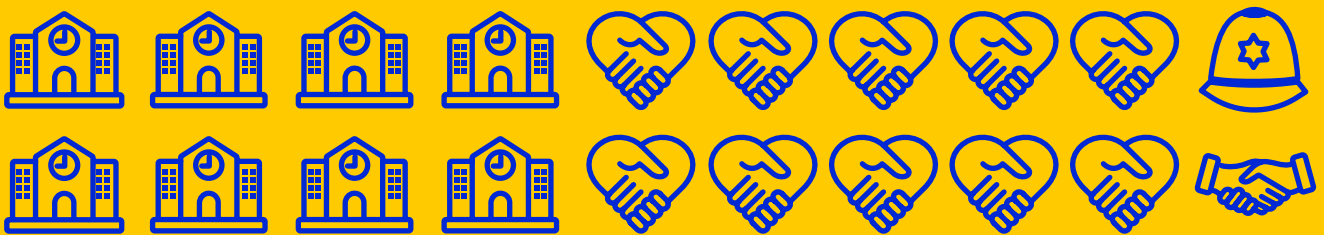
90% of young people used the coping skills they learned on the programme



of adults trained said they felt **prepared to put the training into practice**



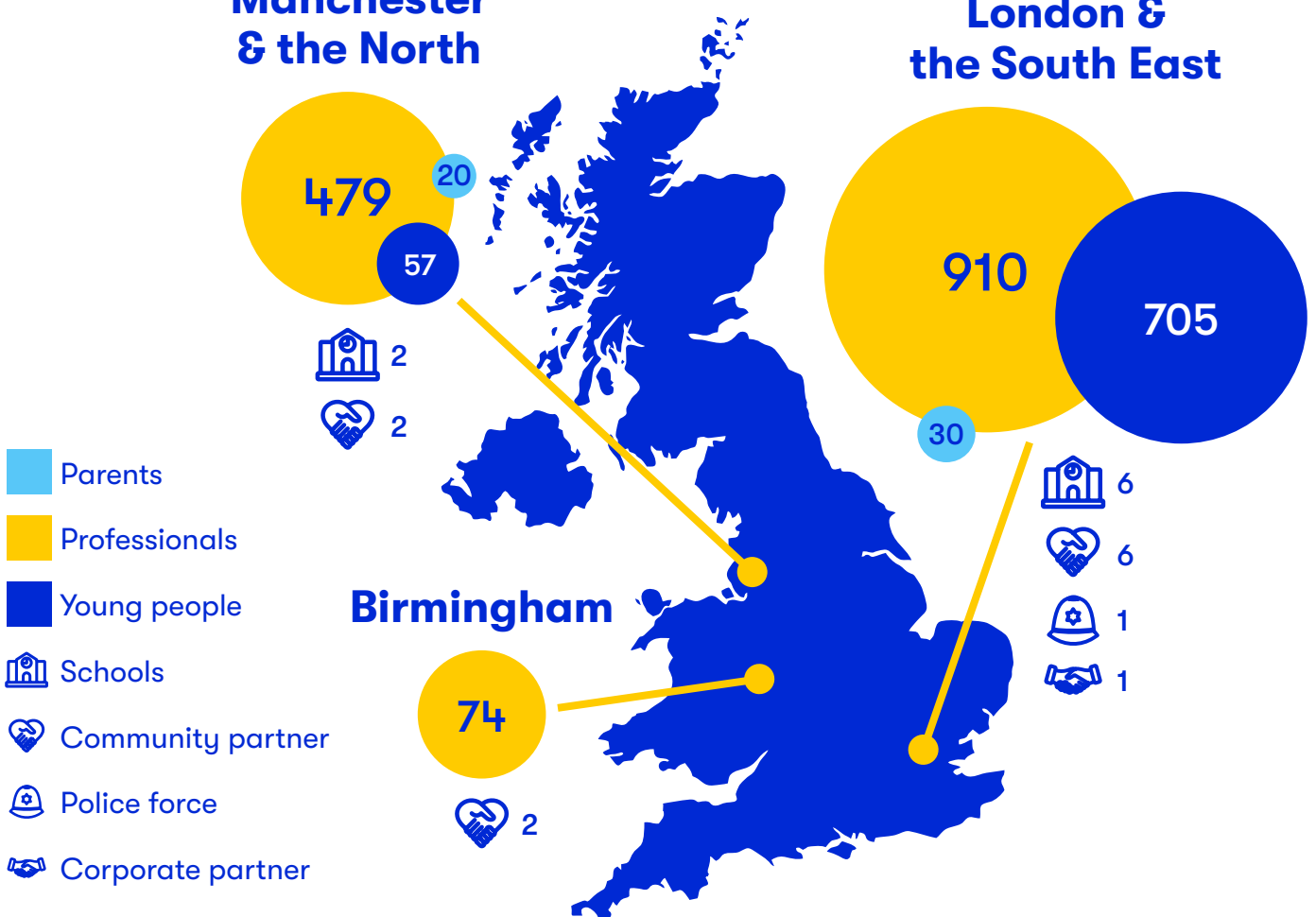
of young people reported improved resilience



We worked with **20 unique partners**. This was made up of **8 schools**, **10 community partners**, **1 police force** and **1 corporate partner**.

Manchester & the North

London & the South East

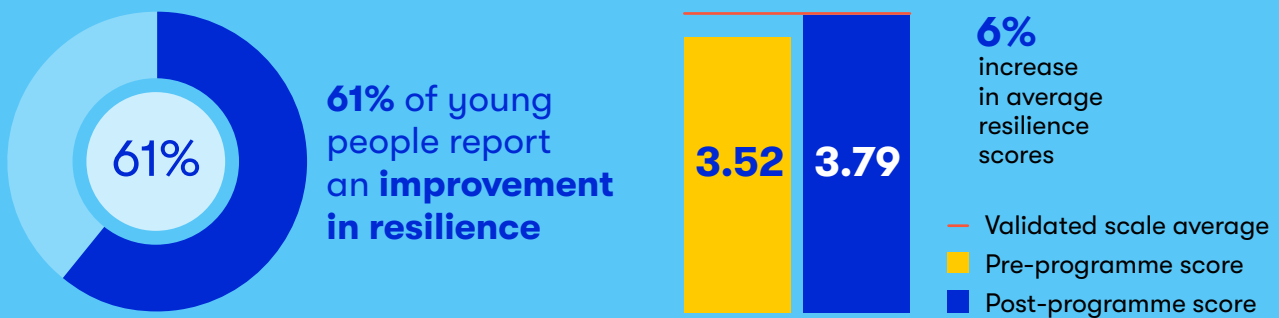


Our Impact:

Our year with Young People

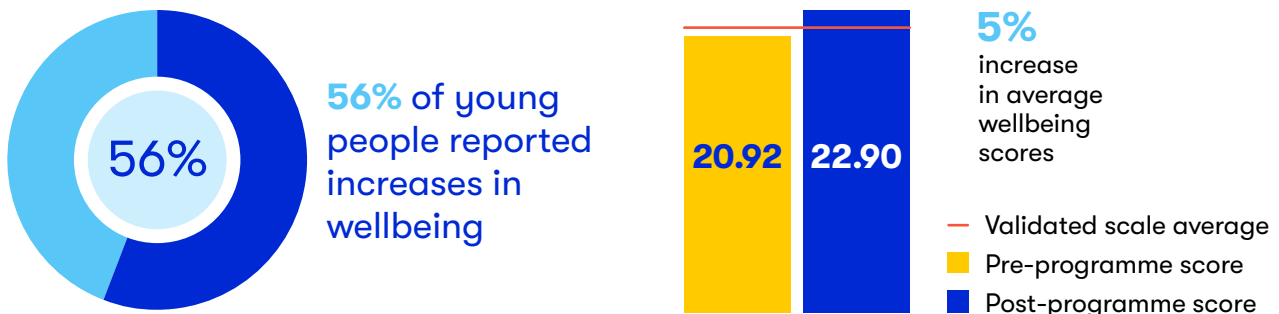
We aim to increase young people’s **resilience**, their **wellbeing** and their ability to **emotionally regulate**. Our highly skilled Programme Managers, who are all therapeutically qualified, work with young people in intensive group programmes

Resilience



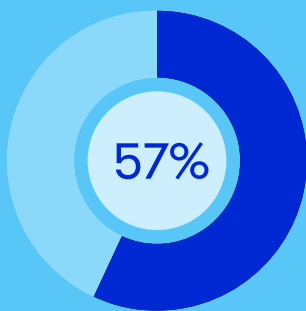
We observed the biggest improvements in average scores for resilience **6%**. Young People started the programme significantly below the average and finished the programme just under the scale average.

Wellbeing



Young people started the programme below the national average and finished the programme above the national average with a **5%** increase in average scores over the course of the programme.

Emotional regulation



57% of young people reported increases in **Emotional regulation**

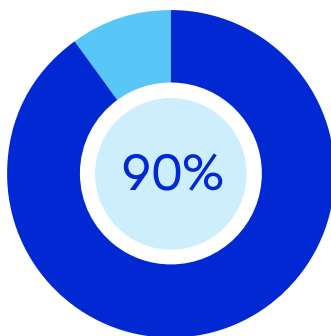


4% increase in average Emotional regulation scores

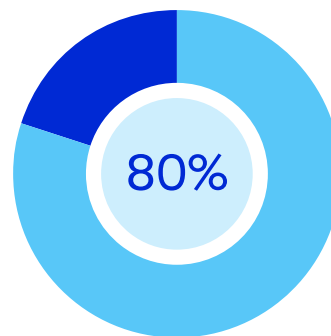
- Validated scale average
- Pre-programme score
- Post-programme score

Young people started the programme below and finished above the scale average with a **4%** increase in average scores over the course of the programme.

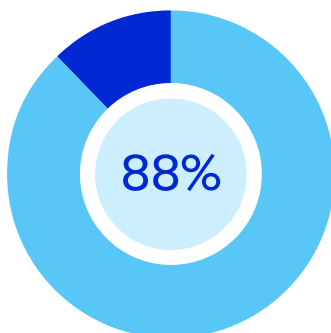
In our post-programme surveys, we ask young people a range of questions to help us understand the impact of the programme and their experience of participating. Most notably, **90%** of young people in the reporting year told us that they had used the coping skills they learned on the programme. **80%** reported feeling better connected too, a crucial factor in addressing the social and emotional skills gap resulting from trauma and adversity in childhood.



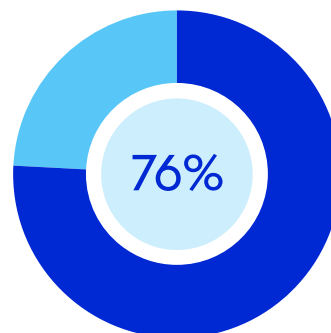
90% of young people **used the coping skills they learned** on the programme



80% of young people said they **felt better connected** after the programme



88% of young people said they **felt safe on the programme & didn't feel judged**



76% of young people said they **felt heard, understood and respected** on the programme

Case Study

Imogen, aged 15

“The best thing about this programme is that I now understand what triggers me and I have different strategies that I can use so that it does not lead to me lashing out and getting in trouble with behaviour points. A big realisation I had was that I often check in with everyone else but not myself. Through the Khulisa programme I’ve learnt that it is okay to talk about how I am feeling. I want to say a big thank you to the Khulisa team for always listening to me and to share the good news I have not been suspended since the programme and I now feel more confident and open to expressing how I feel.

It was especially helpful to be able to be part of a group and see others experiencing similar things to myself. I had only ever had 1-1 support before so found the group really helpful.”

This case study comprises the actual words of multiple young people who have completed our programme, blended together to create a composite case study. We use this approach to protect the individual identities of the young people we work with, while aiming to share a true and representative insight into the experience of our programme participants.



Youth-led evaluation

On 9 November, hosted at the **St. Ethelburga’s Centre for Reconciliation and Peace**, we launched a very special piece of **youth led evaluation; ‘Our Story’**. We partnered with Insight Share on the project and it was funded by The Considered Ask who join us in recognizing the importance of young people’s voices in the process of evaluation

The highlight of the event was a screening of a film created by young people who had completed the Face It Programme, from two of our partner schools, Manchester Communication Academy in Harpurhey and Parkview in Haringey, London. The film project was part of our commitment to put young people’s voices at the centre of all elements of our work, including evaluation. Through their stories, young people help us to identify what works in supporting their mental health and emotional wellbeing.

Our Impact:

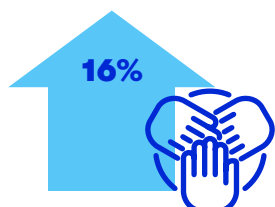
Our year with Parents & Carers

Back in September 2021, **Khulisa won the Fair Education Alliance Intrepreneurship Award** which funded us to design and deliver a wellbeing programme for parents and carers, which we delivered in Manchester.

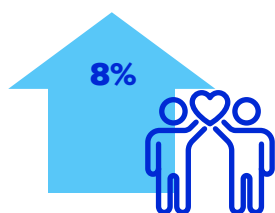
Following a feasibility study researching available support in Manchester and a co-design phase developed with parents at the Manchester Communication Academy, we began piloting the six-week programme in January 2023.

Overall, our data suggests that the programme was most effective in upskilling parents in how to support their children, and in how to look after their wellbeing.

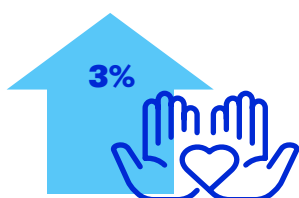
This includes the following findings;



- **Improved confidence:** We observed a **16%** increase in the average confidence score suggesting that parents felt more confident in supporting their child's emotional wellbeing.



- **Improved parental wellbeing:** We observed a **8%** increase in the average wellbeing score after the programme.



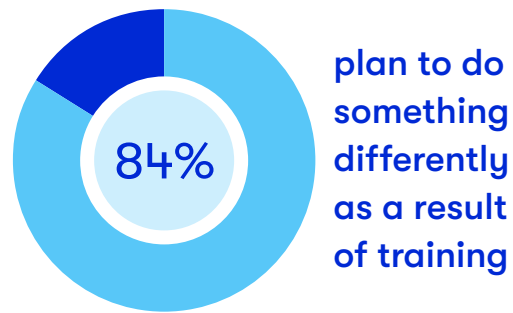
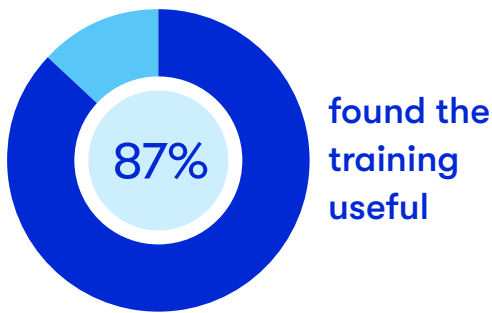
- **Practical implementation:** We observed a **3%** increase in the average orientation score which suggests that parents were more likely to report they felt equipped with strategies to help co-regulate their child after the programme.


Our Impact:


Our year with Professionals


This year we have expanded our professionals’ trauma-informed training to more people than ever before (1,463). Our training teaches professionals how to support trauma experienced young people, and create a nurturing, safe environment for the young people they work with.


Of the professionals we trained;



8x 

10x 

1x 

1x 

The **1,463 professionals** we trained work for **20 unique organisations**. This includes **8 schools, 10 community partners, 1 police force** and **1 corporate partner** spread across London, the North West and Birmingham.

The schools in which we delivered Trauma Training are also schools in which we delivered our wider Face It Programme, as part of our commitment to build a nurturing and supportive environment for our programme participants to graduate into. To see that 84% of our trainees plan to adapt their practice following the training is encouraging and sets the young people around them up to succeed in implementing the tools they learn on our group programme. For example, the staff at Harper Green School in Greater Manchester, told us that they were planning to continue their learning after our input, by reading the books about trauma that we had recommended and considering how this continued to improve their practice.

One of the schools we worked in this year, providing programmes for young people and trauma training for professionals, was **Manchester Communication Academy**, who had this to say about our work:

Hear from one of our partner schools



Manchester
Communication
Academy

Yvonne Finnigan

Family Partnership Officer,
Manchester Communication Academy



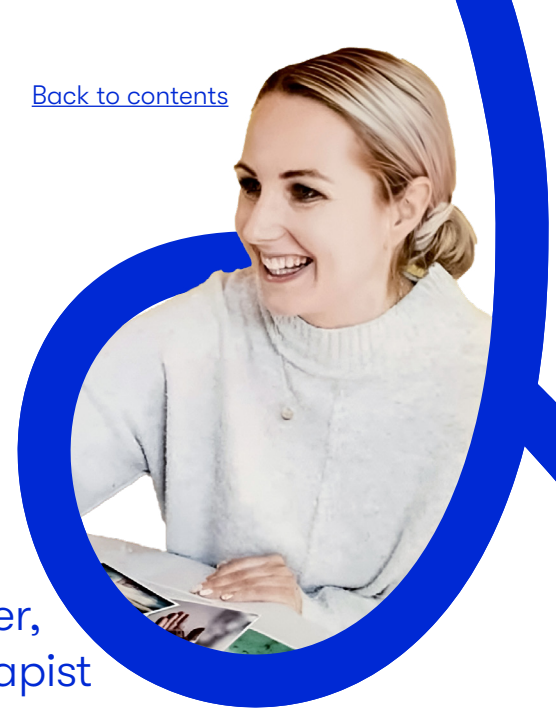
Testimonial

We have worked with Khulisa for the last five years, delivering the Face-It programme to a new cohort each half term. The students taking part have all really enjoyed the experience and often ask if they can participate again. One particular student who accessed the programme last term is a young carer who looks after her disabled mum and younger sibling at home. She is a very emotional child and often becomes visibly upset at things others might consider to be trivial. The added responsibility she has can be overwhelming at times and the Khulisa programme has had an extremely positive impact on her well being. She was able to air her frustrations & thoughts in a closed group where she felt safe and listened too. Following the Khulisa programme she has moved into Year 8 with a positive way of handling her emotions and therefore promoting better learning.



Our Impact:

Meet a Khulisa Programme Manager



Briony Elliott, Khulisa Programme Manager,
Creative Arts Psychotherapist / Dramatherapist

What's the therapeutic basis of the Khulisa programme?

Our Face It programme uses creative-therapeutic techniques because we know that when someone has experienced trauma, the body and the brain disconnect from one another, resulting in us holding trauma within our bodies, it is therefore vital that we work with the 'whole self' through the neuro-sequential model. By incorporating rhythmic games throughout, we support coregulation to offer safety and balance.

Why are creative therapies so powerful for young people?

The expressive arts can often play a transformative role as they provide voice when words may be too much, tapping into unconscious responses, with an element of distance and allowing a young person space to make shifts where they may have become stuck within hypervigilant survival responses.

Why work in groups?

The group process is powerful in its ability for young people to be able to relate to their peers, give permission to express and find comfort knowing that they are not alone. Psychoeducation supports young people to

make sense of their experiences and reaches the 'reasoning, logical' part of their brain, making space for them to be able to consider patterns and cycles that perhaps no longer serve them and find space to be able to introduce coping strategies that aid their healing and growth.

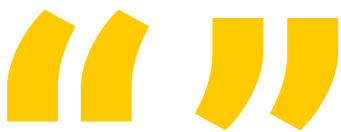


If you could change one thing about the school environment, so it was trauma-informed, what would you change?

I think that it is so important that we do all that we can to ensure that schools are a secure base for young people. For example, schools should strive for communication with students that is consistent, respectful and measured. Being trauma informed is not only about having high nurture but having high boundaries too, that offer predictability and create a sense of safety for young people.

Tell us about a young person who sticks in your mind

One young person that I spoke to following a Face It programme shared that they had found the artwork aspect of the sessions particularly helpful and that since participating, they had begun to use drawing and poetry to express how they were feeling. They shared that when using these forms of expression, they felt ‘alive and free.’ I felt that the programme had offered them a way to express everything that they had been holding but one that was cathartic, contained and no longer detrimental to them. I’m smiling now thinking about this young person, I feel really proud of the work that we do.



I think that it is so important that we do all that we can to ensure that schools are a secure base for young people.

Briony Elliott, Programme Manager at Khulisa



Income and Financial Review



Our supporters in 2022-23

Khulisa was supported by **45 funders** in the reporting year and we are thankful for each and every grant, donation and commissioner of our work. A list of our wonderful supporters can be found on [page 56](#).

From the very bottom of our hearts, we thank each and every one of you for your unwavering support during a tough year for Khulisa. It's thanks to you that as we publish this report we are ready to deepen the impact of our work even further in the years to come.

Khulisa has had a long history of significant support from the Trust and Grant-making sector, whose donations (£510k) constituted **70%** of our income in the reporting year. We've begun efforts to diversify our income sources and this is a significant feature of our plans ahead.



A challenging year for Khulisa

Our income position was significantly challenged this year, due to the many and varied pressures in recovering from the Covid-19 pandemic, rises in costs and the cost of living crisis that has affected our donor base and caused our own costs to rise.

In addition, like much of the sector we were further challenged by competition for income sources growing just as fast as our need to adapt in a post pandemic world and deliver services at speed. Despite these income challenges and senior leadership turnover, and thanks to our strong reserves position, we were able to keep our vital work operating and subsequently ended the year with £30k in unrestricted reserves (£140k reserves, overall).

We have taken several learnings forward from this and created a robust plan that includes renewing our reserves, steadying growth and focusing on longer term organisational sustainability through more diverse income generation. In order to respond with increased speed and efficiency to unforeseen income challenges, we have increased the accuracy and oversight of our income forecast. This includes breaking this down month by month, developing systems to support weighted projections and reviewing budget and spend at a similar level of detail.

We are pleased to report that at the time of publishing (Dec 2023) these changes have come into effect and had a positive impact. We are now on track to achieve a surplus in 2024, having already crossed the £1m income threshold for the first time in a single financial year. We are also building up our unrestricted reserves position to cover two months' operating spend. Secured income for the years ahead is also tracking

positively, meaning that our reserves will continue to grow healthily.

Financial Review

Our income peaked at £901k in 2021 and we have faced challenges maintaining this level. In the current financial year, the year-on-year decline has decreased by 2.5% to £728k. This was compared to an 18% reduction in 2021. This year we have implemented changes to diversify our income streams, resulting in positive progress in stabilising and growing our income in 2024.

Expenditure increased to £1,003k from £845k in 2022 enabling us to reach a larger proportion of young people and respond quickly to rising demand.

Restricted income for the year was £349k (2022: £435k) and unrestricted income was £379k (2022: £306k). This demonstrates that we are gradually improving our ratio of unrestricted and restricted income. We plan to continue building this difference and increase unrestricted income in future years.

In 2022 our net deficit was £106k. This rose to £275k in 2023, due to challenges with raising income combined with increased expenditure and together these adversely affected our reserves.

The Net Assets of £139k are represented by Unrestricted Funds of £21,152 (2022: £330,870) and Restricted Funds of £118,011 (2022: £83,628). Although the Balance Sheet at the end of the year displayed a decrease in net assets to £139k from £414k (2022), we ended the year with a healthy cash position of £370k, which was an improvement from £310k in 2022. Looking forward, our rolling 12-month forecast projects a strong recovery in 2024, supporting our ability to continue to operate successfully. The lessons we learned over the past year also contribute to our confidence.

Policy



As a small charity, we recognise that we can only help so many young people directly. That’s why we continue to build on, leverage and share evidence of our work in improving outcomes for young people so we can improve the lives of thousands more young people and the professionals who work with them.

Over the course of the financial year, our contributions at a policy level include the following:

June 2022

- We submitted a written response to the Children and Young People’s Mental Health Coalition’s enquiry into the link between school behaviour and mental health

December 2022

- We were recognised as an example of good practice in delivering social and emotional learning in ‘Catalysing Social and Emotional Learning in Schools in England: A Policy and Practice Review’ a report produced by The Centre for Education & Youth and Impetus

- We wrote a position paper setting out how we bring about institutional change through our whole school approach

October 2022

- We submitted a response to the Education Select Committee’s Inquiry into persistent absence
- We continued our work on the steering group supporting the Data First Project, working in partnership with academics, third sector organisations and other government departments to help build a picture of justice system users, and their needs, pathways and outcomes over time across schools, courts, and prisons.

- Presented at the IncludEd Conference

January 2023



Awards



WINNER

The Centre for Social Justice Awards 2022

The CSJ Awards celebrate charities and social enterprises who are proving themselves effective at preventing and tackling poverty in Britain, across 5 main themes. In 2022, we were honoured to win for our work with at-risk and vulnerable young people in the education sector.

As part of the award, we received pro-bono support from film makers Candour Creative, in creating a short film summarising the impact of our work. You can hear one of our programme graduates, Mario, (name changed for anonymity) talking about what Khulisa has meant to them [here](#).





FINALIST

The Charity Governance Awards 2022

We were finalists in the category of ‘Covid-19 Response: Embracing Opportunity and Harnessing Risk’. The award, which is hosted by The Clothworkers’ Company, recognises charities who show good governance, especially in the climate of Covid-19.

Khulisa were recognised for responding rapidly to meet the increased demand from young people for the services we offer, all whilst adapting to the impact that Covid had on the organisation.



SHORTLISTED

Health and Wellbeing Awards, 2022

Khulisa was shortlisted for the Health and Wellbeing Awards, in the category ‘Health at Every Age’. The prestigious awards are hosted by the Royal Society for Public Health, a campaigning and educational charity dedicated to improving and protecting the health of the public.

The awards are voted on by experts in public health and seek to celebrate a wide range of activities, policies and strategies that empower communities and individuals, improve the population’s health and address the wider social determinants of health.

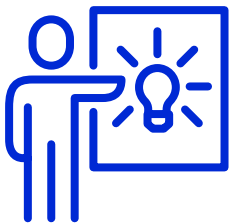


Future Plans

In Spring 2023, Khulisa conducted a comprehensive strategic review which sought to strengthen the impact of our programmes. This redesign process led us to the following areas of future focus;



- **Rebuilding our reserves.** We're already many leagues ahead of where we were - having diversified income, developed strategic and long lasting funding relationships and carefully planned our spend for the years ahead. We're also building financial sustainability by diversifying our income; taking lessons learnt from the FY22/23 so that we reduce our reliance on trusts and grants year on year and growing our income through commissioned and earned income streams. These income diversification strategic and quality financial controls mean that we're on track to rebuild our reserves within the next two financial years.



- **Deepening our Impact.** We plan to reimagine and codify our programme design for longer-lasting impact and increased impact-measurability, building on the feedback we've had from young people and analysis of where we have most impact. We are also planning to conduct a more comprehensive evaluation of our impact in collaboration with ImpactEd, to get an even better understanding of the relationship between the social and emotional skills improvements we observe in our participants and their school related outcomes. We will also be working with The Ending Youth Violence Lab to conduct a pilot randomised control trial (RCT), the gold-standard in evaluation, to assess the causal relationship between our programme design and the outcomes we achieve.



- **Growing our Diversity Equity Inclusion and Belonging (DEIB) approach.** Having established our DEIB committee and regular DEIB conversations in team meetings and collaboration sprints, we're reviewing our policies and practice against DEIB best practice



- **Youth Voice.** Having already established a strong base of listening to young people through their programme feedback and our youth-led evaluation, we’re planning to design a Youth Voice Strategy which will set Khulisa up for even greater youth participation



- **Parent & Carer Voice.** We’re collaborating with several partners to understand the perspectives of parents & carers and their changed attitudes to schooling in a post-pandemic world



- **Strengthening our Board.** Backfilling current vacancies and ensuring that we have varied skillsets and life experiences on our board that will continue to challenge us and support us to rebuild with sustainability as a core principle

We look forward to working with our valued funders, partners and supporters in the year ahead as we continue to work toward a society where young people have the social and emotional skills and nurturing environments they need to thrive.





This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees on 14th December 2023 and signed by:

Jean-Marc Morel
Chair

Section 4

Financial Report

Independent Auditor's Report to the members of: **Khulisa** (A Company Limited by Guarantee and not having a share capital)

Opinion

We have audited the financial statements of Khulisa (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities (incorporating Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement 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 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006. Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

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' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 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 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 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

- Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Kevin Fisher BA FCA CTA (Senior Statutory Auditor)
For and on behalf of Myrus Smith Chartered Accountants and Statutory Auditor
2023

Norman House
8 Burnell Road
Sutton, Surrey
SM1 4BW



20th December 2023

Statement of Financial Activities

For the year ended 31 March 2023

(Incorporating Income and Expenditure Account)

| | Notes | Unrestricted Funds | Restricted Funds | 2023 Total Funds | 2022 Total Funds |
|------------------------------------|-------|--------------------|------------------|------------------|------------------|
| | | £ | £ | £ | £ |
| Income and endowments from: | | | | | |
| Donations and legacies | 2 | 319,729 | - | 319,729 | 255,670 |
| Charitable activities | 3 | 58,222 | 348,965 | 407,187 | 481,742 |
| Investments | 4 | 289 | - | 289 | 32 |
| Other income | | 408 | - | 408 | 1,729 |
| | | 378,648 | 348,965 | 727,613 | 739,173 |
| Expenditure on: | | | | | |
| Raising Funds | 5 | 158,727 | - | 158,727 | 133,100 |
| Charitable Activities | 6 | 138,403 | 705,818 | 844,221 | 711,753 |
| | | 297,130 | 705,818 | 1,002,948 | 844,853 |
| Net income / (expenditure) | 7 | 81,518 | (356,853) | (275,335) | (105,680) |
| Transfers between funds | 14 | (391,236) | 391,236 | - | - |
| Net movement in funds | | (309,718) | 34,383 | (275,335) | (105,680) |
| Total funds brought forward | 14 | 330,870 | 83,628 | 414,498 | 520,178 |
| Total funds carried forward | 14 | 21,152 | 118,011 | 139,163 | 414,498 |

All income and expenditure is derived from continuing activities.

The Statement of Financial Activities includes all recognised gains and losses.

The notes form part of these Financial Statements

Balance Sheet

As at 31 March 2023

| | Notes | 2023 | | 2022 | |
|-------------------------------------|-------|----------------|-----------------------|----------------|-----------------------|
| | | £ | £ | £ | £ |
| FIXED ASSETS: | | | | | |
| Tangible fixed assets | 9 | | 8,317 | | 11,718 |
| CURRENT ASSETS | | | | | |
| Debtors | 10 | 9,008 | | 176,162 | |
| Cash at bank | | 370,477 | | 310,271 | |
| | | <u>379,485</u> | | <u>486,433</u> | |
| CREDITORS | | | | | |
| Amounts falling due within one year | 11 | <u>248,639</u> | | <u>83,653</u> | |
| NET CURRENT ASSETS | | | <u>130,846</u> | | <u>402,780</u> |
| NET ASSETS | 15 | | <u>139,163</u> | | <u>414,498</u> |
| Represented by: | | | | | |
| Unrestricted Funds | 14 | | 21,152 | | 330,870 |
| Restricted Funds | 14 | | 118,011 | | 83,628 |
| TOTAL FUNDS | 14 | | <u>139,163</u> | | <u>414,498</u> |

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accompanying notes form part of these Financial Statements.

Approved by the Board of Trustees on 14th December 2023 and signed by:



Jean-Marc Morel
Chair

Cash Flow Statement

For the year ending 31 March 2023

| | 2023 | 2022 |
|--|----------------|------------------|
| | £ | £ |
| Cash flows from operating activities | | |
| Net movement in funds per Statement of Financial Activities | (275,335) | (105,680) |
| Adjustments for: | | |
| Depreciation | 4,395 | 2,971 |
| Interest receivable | (289) | (32) |
| (Increase) / decrease in debtors | 167,154 | (114,054) |
| Increase / (decrease) in creditors | 164,986 | 46,360 |
| Net cash (used in) / provided by operating activities | 60,911 | (170,435) |
| Cash flows from investing activities | | |
| Interest received | 289 | 32 |
| Purchase of tangible fixed assets | (994) | (4,255) |
| Net cash provided by / (used in) investing activities | (705) | (4,223) |
| Change in cash and cash equivalents | 60,206 | (174,658) |
| Cash and cash equivalents brought forward | 310,271 | 484,929 |
| Cash and cash equivalents carried forward | 370,477 | 310,271 |
| Total funds brought forward | 2023 | 2022 |
| | £ | £ |
| Cash at bank | 370,477 | 310,271 |

Notes to the Financial Statements

For the year ending 31 March 2023

1 ACCOUNTING POLICIES

a) Basis of accounting

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis and under the historical cost convention. The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Company status

Khulisa is a private company, registered in England and Wales, limited by guarantee, has no share capital and is also a registered charity. In the event of the Company

being wound up, each member is liable to contribute an amount not exceeding £1. The address of the registered office is given in the Reference and Administrative Information on [page 5](#).

c) Capital items & depreciation

Office equipment and fixtures and fittings are depreciated using the straight line method over four years. Other Project assets are depreciated over the life of the project, (normally three years) apart from project assets that are fully grant funded, which are written off in the year of purchase. Capital items have a minimum purchase cost of £500.

d) Income

Items of income are recognised in the Statement of financial Activities (SOFA) when all of the following criteria are met:

- The charity is entitled to the funds;
- any performance conditions have been met;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

e) Expenditure

Expenditure is recognised on an accruals basis as soon as there is a legal or constructive obligation committing the charity. Expenditure includes any VAT which cannot be recovered.

Expenditure on raising funds includes those costs incurred on attracting donations and grant funding.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Expenditure is allocated under the principal categories of the SOFA on a basis designed to reflect the use of the resource. Direct costs relating to a particular activity are allocated directly, support costs are allocated on an appropriate basis, e.g. floor areas, per capita or estimated usage.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity

and include audit fees and costs linked to the strategic management of the charity. In addition to ongoing governance costs, one-off costs incurred in connection with building governance capacity are included within Charitable Activities and are in part matched by specific funding.

f) Fund accounting

Restricted funds are funds subject to specific conditions imposed by the donors, or by appeals for specific projects, and the purpose and use of restricted funds is set out in the notes to the financial statements. Designated funds are unrestricted funds which are set aside for specific purposes at the discretion of the Trustees.

The general fund comprises the accumulated surpluses on the SOFA less any funds designated for specific purposes by the Trustees.

g) Pension costs

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2 INCOME FROM DONATIONS AND LEGACIES

| | Unrestricted Funds | Restricted Funds | 2023 Total Funds | 2022 Total Funds |
|---------------------|--------------------|------------------|------------------|------------------|
| | £ | £ | £ | £ |
| Core support grants | 305,000 | - | 305,000 | 235,615 |
| Donations | 14,729 | - | 14,729 | 20,055 |
| | 319,72 | - | 319,729 | 255,670 |

Of the £255,670 recognised in 2022, £255,670 related to unrestricted funds and £Nil related to restricted funds.

3 INCOME FROM CHARITABLE ACTIVITIES

| | Unrestricted Funds | Restricted Funds | 2023 Total Funds | 2022 Total Funds |
|-----------------------|--------------------|------------------|------------------|------------------|
| | £ | £ | £ | £ |
| Sales of Training | 57,722 | - | 57,722 | 47,214 |
| Grants | | | | |
| Face It | 500 | 231,557 | 232,057 | 343,981 |
| Silence The Violence | - | - | - | 30,060 |
| Other Funded Projects | - | 117,408 | 117,408 | 60,487 |
| | 58,222 | 348,965 | 407,187 | 481,742 |

Of the £481,742 recognised in 2022, £47,214 related to unrestricted funds and £434,528 related to restricted funds

4 INCOME FROM INVESTMENTS

| | 2023 | 2022 |
|---------------|------------|-----------|
| | £ | £ |
| Bank interest | 289 | 32 |
| | 289 | 32 |

All the income is unrestricted for both years.

5 EXPENDITURE RAISING FUNDS

| | Direct Costs | Support Costs | 2023 Total | 2022 Total |
|-------------------|---------------|----------------|----------------|----------------|
| | £ | £ | £ | £ |
| Fundraising costs | 17,972 | 140,755 | 158,727 | 133,100 |
| | 17,972 | 140,755 | 158,727 | 133,100 |

Expenditure on raising funds was entirely unrestricted in both years.

6 EXPENDITURE ON CHARITABLE ACTIVITIES

| <u>Analysed by activity:</u> | 2023 | 2023 | 2023 | 2022 |
|------------------------------|----------------|----------------|----------------|----------------|
| | Direct Costs | Support Costs | Total | Total |
| | £ | £ | £ | £ |
| Face It | 351,609 | 222,933 | 574,542 | 508,011 |
| Community | 26,516 | 21,735 | 48,251 | 28,670 |
| Silence the Violence | 12,794 | 6,956 | 19,750 | 17,754 |
| Trauma | 75,556 | 62,847 | 138,403 | 135,093 |
| Other Projects | 63,275 | - | 63,275 | 22,225 |
| | 529,750 | 314,471 | 844,221 | 711,753 |

| <u>Analysed by nature:</u> | 2023 | 2022 |
|---|----------------|----------------|
| | £ | £ |
| Direct Costs | | |
| Delivery staff salaries | 377,442 | 317,642 |
| Facilitator costs | 37,608 | 48,872 |
| Other direct programme costs | 57,082 | 27,168 |
| Assessment and evaluation | 29,925 | 43,365 |
| Staff training | 27,693 | 3,992 |
| HR & recruitment | - | 8,280 |
| | 529,750 | 449,319 |
| Support Costs | | |
| Core Staff salaries | 231,951 | 195,631 |
| Accounting & payroll | 3,099 | 1,720 |
| Office & IT(Business Admin Costs) | 28,922 | 22,286 |
| Premises costs (Rent) | 33,245 | 17,374 |
| Governance: Staff Salaries | 12,507 | 14,683 |
| Governance: Audit Fees | 4,680 | 4,740 |
| Governance: Trustee Expenses and Strategy | 67 | 6,000 |
| | 314,471 | 262,434 |
| | 844,221 | 711,753 |

Of the £844,221 expenditure recognised in 2023 (2022: £711,753) £138,403 (2022: £135,094) was charged to unrestricted funds and £705,818 (2022: £576,659) was charged to restricted funds.

7 NET INCOME/ (EXPENDITURE)

This is stated after charging/(crediting):

| | |
|---|--------|
| Depreciation | 4,395 |
| Operating lease rentals | 37,551 |
| Auditor's remuneration - Audit services | 3,090 |
| Auditor's remuneration - Non - audit services | 1,590 |

| 2023 | 2022 |
|--------|--------|
| £ | £ |
| 4,395 | 2,971 |
| 37,551 | 13,096 |
| 3,090 | 3,240 |
| 1,590 | 1,500 |

8 STAFF COSTS

| | |
|-------------------------------|---------|
| Salaries | 586,991 |
| Employer's National Insurance | 59,058 |
| Employer's Pension Costs | 31,216 |
| Redundancy costs | 9,200 |
| Temporary staff | 21,795 |

| 2023 | 2022 |
|----------------|----------------|
| £ | £ |
| 586,991 | 552,119 |
| 59,058 | 40,790 |
| 31,216 | 31,901 |
| 9,200 | - |
| 21,795 | - |
| 708,260 | 624,810 |

Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 were as follows:

£60,000 - £70,000

| 2023 | 2022 |
|------|------|
| No. | No. |
| 1 | 1 |

Total employee benefits of key management personnel

| 2023 | 2022 |
|---------|---------|
| £ | £ |
| 267,114 | 250,786 |

Average number of staff based on full-time equivalents

| 2023 | 2022 |
|------|------|
| No. | No. |
| 15 | 13 |

Average monthly number of staff

| | |
|----|----|
| 16 | 15 |
|----|----|

9 FIXED ASSETS

| | 2023 | 2022 |
|-----------------------|---------------|---------------|
| | £ | £ |
| Cost | | |
| At 1 April 2022 | 16,022 | 11,767 |
| Additions in year | 994 | 4,255 |
| At 31 March 2023 | 17,016 | 16,022 |
| Depreciation | | |
| At 1 April 2022 | 4,304 | 1,333 |
| Charge for the year | 4,395 | 2,971 |
| At 31 March 2023 | 8,699 | 4,304 |
| Net book value | | |
| At 31 March 2023 | 8,317 | 11,718 |

10 DEBTORS

| | 2023 | 2022 |
|--------------------------------|--------------|----------------|
| | £ | £ |
| Trade debtors | 487 | 33,930 |
| Other debtors | 1,646 | 7,600 |
| Prepayments and accrued income | 6,875 | 134,632 |
| | 9,008 | 176,162 |

11 CREDITORS

| | 2023 | 2022 |
|-------------------------------------|----------------|---------------|
| | £ | £ |
| Amounts falling due within one year | | |
| Trade creditors | 21,726 | 33,995 |
| Social security and other taxes | 14,463 | 5,534 |
| Accrued expenses | 5,780 | 11,624 |
| Deferred income (see below) | 206,670 | 32,500 |
| | 248,639 | 83,653 |

| Deferred Income | Balance | Additions | Released | Balance |
|------------------------|-------------------|------------------|------------------|--------------------|
| | 1 Apr 2022 | In year | to income | 31 Mar 2023 |
| | £ | £ | £ | £ |
| Grants and donations | 32,500 | 206,670 | 32,500 | 206,670 |

Deferred income relates to contracts for which the income is received in advance of the services to be provided.

12 RELATED PARTY TRANSACTIONS

No trustee received remuneration in 2022-23 or 2021-22. The total cost of Board activity in 2022-23 was £Nil (£6,000 in 2021-22). One trustee's expenses of £67 was reimbursed in 2022-23 (£Nil in 2021-22).

| | 2023 | 2022 |
|---|---------------|---------------|
| Unrestricted donations from related parties | £5,000 | £5,000 |

A fee of £5,000 was paid to DNA Elite Soccer, a company of which one of the our ex-Trustees, Jonathon Bines, is a related party. Mr Bines subsequently made a donation of £5,000.

13 TAXATION

No Corporation tax has been provided in these financial statements because the company, a registered charity, is within the exemption granted by Part 11 of the Corporation Tax Act, 2010.

14 MOVEMENT IN FUNDS

| | Opening Balance 1 Apr 2022 | Income | Expenditure | Transfers between funds | Closing Balance 31 Mar 2023 |
|---------------------------------|---|---------------|--------------------|--|--|
| | £ | £ | £ | £ | £ |
| RESTRICTED FUNDS | | | | | |
| Face It | - | 231,557 | 574,542 | 342,985 | - |
| Community | - | - | 48,251 | 48,251 | - |
| Silence The Violence | 45,365 | - | 19,750 | - | 25,615 |
| Other Funded Projects | 38,263 | 117,408 | 63,275 | - | 92,396 |
| Total Restricted Funds | 83,628 | 348,965 | 705,818 | 391,236 | 118,011 |
| UNRESTRICTED FUNDS | | | | | |
| General fund | 330,870 | 378,648 | 297,130 | (391,236) | 21,152 |
| Total Unrestricted Funds | 330,870 | 378,648 | 297,130 | (391,236) | 21,152 |
| Total Funds | 414,498 | 727,613 | 1,002,948 | - | 139,163 |

14 MOVEMENT IN FUNDS / Cont.

Comparative information for the movement in funds is as follows:

| | Opening Balance 1 Apr 2021 | Income | Expenditure | Transfers between funds | Closing Balance 31 Mar 2022 |
|---------------------------------|---|----------------|--------------------|--|--|
| | £ | £ | £ | £ | £ |
| RESTRICTED FUNDS | | | | | |
| Face It | 124,563 | 330,981 | 484,551 | 29,007 | - |
| Community | 18,611 | - | 28,672 | 10,061 | - |
| Silence The Violence | 33,060 | 30,060 | 17,755 | - | 45,365 |
| Other Funded Projects | 10,457 | 13,000 | 23,457 | - | - |
| | - | 60,487 | 22,224 | - | 38,263 |
| Total Restricted Funds | 186,691 | 434,528 | 576,659 | 39,068 | 83,628 |
| UNRESTRICTED FUNDS | | | | | |
| General fund | 333,487 | 304,645 | 268,194 | (39,068) | 330,870 |
| Total Unrestricted Funds | 333,487 | 304,645 | 268,194 | (39,068) | 330,870 |
| Total Funds | 520,178 | 739,173 | 844,853 | - | 414,498 |

Face It funding provided to Khulisa is committed to delivering programmes in schools settings for 11-18 year olds at risk of gang violence and school exclusion who may or may not already be in contact with the police and youth offending services .

Community funds are committed to supporting adults, parents and professionals in partnership with Local Authorities

Silence the Violence relates to historic work we have done in prisons. We are not actively working in prisons going forward.

Community Other funded projects support our charitable objectives and are primarily intended to develop organisational resources and infrastructure to meet charitable goals

Partners on active projects, who have provided unrestricted funding include:

| | |
|----------------------------------|--------------------------|
| AB Charitable Trust | Impetus |
| Borrows Charitable Trust | Leathersellers |
| Centre for Social Justice | Monument Trust |
| Charles Russell Speechlys | Mr J. Bines |
| Chesterhill Charitable Trust | Street Doctors |
| Donald Byford D Charitable Trust | The Big Give |
| Esmee Fairbairn | The Childhood Trust |
| Garfield Weston | The Clothworkers Company |
| | The Compton School |

The Henry Smith Charity
 The Rank Foundation
 Vintners' Company
 WISE Philanthropy

Unrestricted income was also earned from commissioned work during the year, from the following contracts:

Compass Wellbeing CIC
 Southwark Local Authority
 The London Borough of Newham

Partners actively supporting our Face It programmes include:

BBC Children In Need
 CB & HH Taylor Charitable Trust
 Charles Hayward Foundation
 Dulverton Trust
 John Lyons Charity

Mayor's Office for Policing And Crime
 National Lottery Awards for All
 National Lottery Community Fund
 Newcomen Collet Foundation
 The Considered Ask Foundation

Finally, there are active projects to support our operations and infrastructure. These include:

The Fair Education Alliance, who foster innovation in the education sector and provide mentoring and investment in staff development

The Fidelity Foundation, who are building our capacity with two new roles to support delivery and impact

And the Jack Petchey Foundation who provided funding to employ and train a communications intern.

14 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

| | 2023 Unrestricted | 2023 Restricted | 2023 Total |
|---------------------------------------|------------------------------|----------------------------|-----------------------|
| | £ | £ | £ |
| Fixed assets | | | |
| Tangible fixed assets | 8,317 | - | 8,317 |
| Current assets | | | |
| Debtors | 9,008 | - | 9,008 |
| Cash at bank | 20,025 | 350,452 | 370,477 |
| | 29,033 | 350,452 | 379,485 |
| Liabilities | | | |
| Creditors falling due within one year | (16,198) | (232,441) | (248,639) |
| | (16,198) | (232,441) | (248,639) |
| Net Assets | 21,152 | 118,011 | 139,163 |

14 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS/ Cont.

Comparative information for the net assets between funds is as follows:

| | 2022 Unrestricted | 2022 Restricted | 2022 Total |
|---------------------------------------|------------------------------|----------------------------|-----------------------|
| | £ | £ | £ |
| Fixed assets | | | |
| Tangible fixed assets | 11,718 | - | 11,718 |
| Current assets | | | |
| Debtors | 92,745 | 83,417 | 176,162 |
| Cash at bank | 264,552 | 45,719 | 310,271 |
| | 357,297 | 129,136 | 486,433 |
| Liabilities | | | |
| Creditors falling due within one year | (38,145) | (45,508) | (83,653) |
| | (38,145) | (45,508) | (83,653) |
| Net Assets | 330,870 | 83,628 | 414,498 |

15 CONTINGENT ASSETS

The total grant funding awarded to the charity in respect of multi-year grants but not recognised as income amounts to £815,282 as at 31 March 2023 (2022: £463,102). These funds will be recognised in accordance with agreed budgets and specified or implied timeframes.

16 OPERATING LEASE COMMITMENTS

At 31 March 2023, the total minimum payments due under non-cancellable operating lease agreements amounted to £1,841 (2022: £Nil). These payments fall due within one year.

17 SUPPORTERS AND DONORS

Everyone involved in all of Khulisa’s projects would like to thank all those who have supported our work over the past year.

AB Charitable Trust

Arnold Clark Community Fund

Barnet Local Authority

Barrow Cadbury Trust

BBC Children in Need

Berkeley Foundation

Charity Works

Chesterhill Charitable Trust

Charles Russell Speechlys Foundation

Esmee Fairbairn

Fair Education Alliance

Impetus

Jack Petchey Foundation

John Lyon’s Charity

Lloyds Banking Foundation

Mayor’s Office for Policing And Crime

Monument Trust

National Lottery Awards for All

Rank Foundation

The Big Give and Sir Alec Reed

The Considered Ask Foundation

The Constable Education Trust

The Childhood Trust

The Henry Smith Charity

The Leathersellers’ Company

The Vintners’ Company

WISE Philanthropy

Young Harrow Foundation



Khulisa Annual Report and Accounts

for the year ending 31st March 2023

Registered Charity in England (1120562)
Company number: 06210432



[khulisa.co.uk](https://www.khulisa.co.uk)

KHULISA

England & Wales - Charity number 1120562

Accounts



Khulisa
Report and Financial Statements
For the year ended
31 March 2022

Charity number
England: 1120562
Company number: 6210432

KHULISA
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2022

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**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022**

Reference and Administrative Information

Charity registration number: England and Wales: 1120562
Company registration number: 6210432
Registered office address: 17th Floor, Millbank Tower, 21-24 Millbank, SW1P 4QP

Board of Trustees

Jean-Marc Morel (Treasurer and Chair)
Dami Solebo
Philippa Frankl
Sharon Kalsy
Rob Dickinson
James Fornara
Adrienne Sanders
Daniel Morris
Shivonne Graham - resigned 23 March 2022
Jonathan D Bines - resigned 15 December 2021

Company Secretary

Alessia Abbate
Iman Haji – changed role 16 September 2021

Leadership Team

Cara Cinnamon Chief Executive Officer
Ellie Johnson Chief Operating Officer (Interim CEO April 2021 to Feb 2022)
Jodie Wickers Director of Programmes & Partnerships
Tara Bashir Director of Finance & Operations
Lisa Rowles Director of Design & Innovation - resigned 31 July 2021
Annie Barber Director of Evidence and Programme Design (from August 2021)

Auditors

Myrus Smith Chartered Accountants, Norman House, 8 Burnell Road, Sutton, Surrey, SM1 4BW

Bankers

Lloyds TSB PLC, 19-21 The Quadrant, Richmond, TW9 1BP

KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022

Structure & Governance

Khulisa is a limited company by guarantee, a registered charity in England and Wales and is governed by its Memorandum and Articles of Association. We were incorporated in 2007, having originated in South Africa. Khulisa's delivery model is unique, blending therapeutic principles with creative arts in group settings. We work predominantly in the education and social justice sectors, providing innovative and effective solutions to close the trauma gap; so that young people affected by trauma and adversity have the social skills, emotional support and nurturing relationships to transform their life chances and fulfil their potential.

Khulisa has a Board of Trustees with 8 current members: Jean-Marc Morel, Dr Sharon Kalsy, James Fornara, Dami Solebo, Philippa Frankl, Daniel Morris, Adrienne Sanders and Rob Dickinson. Trustees are recruited through an open and transparent process and can be elected by a majority vote of the Trustees at any regular meeting. Trustees are appointed for a 3-year term with a limit of 2 consecutive terms served. Trustees receive a full-induction with the Chair, Deputy-Chair, CEO and other members of the leadership team to include a background to organisation, programmes and impact alongside their legal financial responsibilities as trustees.

All decisions pertaining to budget approval, salaries and new senior hires (at leadership level) are made through board consultation and other operational decision-making is made by the CEO and leadership team. Khulisa leads a performance management process annually; based on performance and the financial health of the organisation, salary recommendations are made to the board (with a requirement that 50% of the board are present to approve). These salary increase levels are based on Khulisa's Pay & Remuneration Policy which sets out salary banding for different levels of seniority (bench-marked to equivalent-sized charities) and increases based on performance rating (under-performance, meets, exceeds or significantly exceeds expectations).

Khulisa has historically had a membership base of 30 members who are invited to attend our AGM, usually held in December each year. During the pandemic, a renewal process of our membership showed 13 reconfirmed members. Khulisa is revising its membership offer, and current levels are enough to meet quorum.

As of March 31, 2022, Khulisa had 16 staff members (full and part-time) based in London and Manchester. Programme delivery is managed by staff and supported by circa 15 free-lance facilitators who are trained in our programme methodologies and curriculum and live close to our delivery locations.

Meeting the Public Benefits Requirements of the Charities Act 2011

Our Mission is to support excluded or marginalised young people whose behaviour is deemed challenging or antisocial, and the professionals, peers and carers who support them.

Our Vision is a society where young people have the social and emotional skills and nurturing environments they need to thrive.

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022**

Our Values are:

- We Guide: by restoring empathy, self-belief and self-worth
- We Nurture: by believing all people can grow
- We Restore: by enabling people to have an equal voice and building trust and aspiration
- We Empower: by enabling confidence, self-belief and ownership

We believe that the public benefits we deliver are:

- Providing young people at risk of exclusion and involvement in crime or violence with social and emotional well-being programmes and support that helps them to self-regulate, relate and reason.
- Improving the life chances of young people at risk of exclusion and violence.
- Improve attendance, attainment and behaviour in school
- More nurturing communities for all young people

In reviewing Khulisa's aims and objectives as outlined in our 2021-2024 Strategic Plan, the Trustees paid due regard to the Charity Commission's guidance on public benefit to inform what activities the charity should undertake.

Objectives & Activities

We deliver intensive, therapeutically-led programmes and support in schools, prisons and the community, enabling children and young adults (aged 11-25) to make more positive life choices, re-engage with education and divert away from criminal activity. These programmes have a strong emphasis on developing emotional resilience, improving wellbeing and raising aspirations, and are proven to reduce violence, offending and support young people to thrive.

To make meaningful and lasting change we also deliver trauma-informed training for adults (professionals and parents/carers) so that young people are supported by adults who are trauma-informed and by systems that are responsive to their social and emotional needs.

Our objectives are outlined in full in the CEO report.

Financial Review

Income fell from £900,692 in 2020-21 to £739,173 in 2021-22. This was an 18% decrease on the previous financial year and was due to a reduction in core support grants and donations. Conversely, expenditure increased from £599,347 to £844,853 as charitable activities recovered after the Covid pandemic and demand for Khulisa's services increased.

Restricted income for the year was £434,528 (2021: £425,742) and unrestricted income was £304,645 (2021: £474,950). The charity received unrestricted grants and donations totalling £225,670 (2021: £432,759).

The total net deficit for the year of £105,680 consisted of a £2,617 deficit on unrestricted funds and a £103,063 deficit on restricted funds.

The Balance Sheet as at 31st March 2022 showed cash balances of £310,271 (2021: £484,929) and net assets of £414,498 (2021: £520,178). This is represented by unrestricted funds amounting to £330,870 (2021: £333,487) and restricted funds of £83,628 (2021: £186,691).

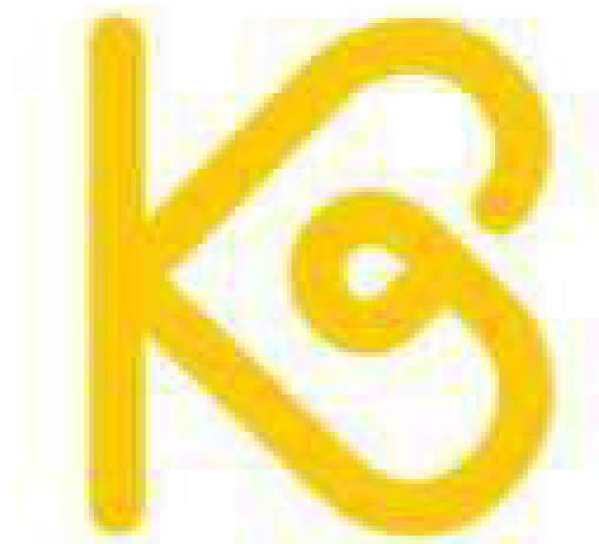
Unrestricted reserves as at 31st March 2022 were £330,870 which exceeded Khulisa's reserves target of 3 months future running costs.

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022**

Khulisa Risk Management Framework

Khulisa's risk assessment process requires a subjective judgement to be made on the potential impact and likelihood of the risks by the Khulisa Board and Senior Management TEAM (SMT). The framework includes both operational (programme delivery) and organisational (strategic) risks. Once completed the likelihood is multiplied by the impact to provide a rating for each risk:

| | Impact | | |
|-----------------------|-----------------|----------|-------------|
| Likelihood | Significant (3) | Some (2) | Limited (1) |
| High (4) (certain) | | | |
| High (3) (probable) | | | |
| Medium (2) (possible) | | | |
| Low (1) (unlikely) | | | |



**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022**

| Category | Risk # | Risk description | Likelihood | Impact | Rating | Contingency / actions | Who? | Review date |
|-------------|--------|--|------------|--------|--------|--|---|-------------|
| Financial | 1 | Risk to positive cashflow during the year | 1 | 3 | 3 | <ul style="list-style-type: none"> New tools developed to monitor rolling cash flow and delivery/spend. Increased resources are being brought in to support fundraising in 22/23. | CEO / Director of Finance and Ops | Monthly |
| | 2 | Risk of not raising sufficient unrestricted funding to meet our reserves policy | 1 | 3 | 3 | <ul style="list-style-type: none"> There is a strong reserves position in line with the budget. The FR strategy reflects the importance of having capacity to build in opportunities to secure UR funding. | | Monthly |
| | 3 | Risk of not being able to forecast and reconcile financial information accurately | 1 | 3 | 3 | <ul style="list-style-type: none"> New accounting system in place. Monthly reporting processes to continue. Appropriate budget and resources allocated for finance to continue. | | Monthly |
| Operational | 4 | Risk of exploitation of Khulisa's IP, due to our AF model and now, our digital programmes. | 3 | 2 | 5 | <ul style="list-style-type: none"> Licensing and digital sign ups are being reviewed for digital products Legal support work resuming in Q1. | Director of Evidence and Programme Design | Monthly |

KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022

| | | | | | | | | |
|--------------------|---|--|---|---|---|---|---|-----------|
| | 5 | Risk of breaches to data protection regulations. | 1 | 2 | 2 | <ul style="list-style-type: none"> GDPR plan in place but needs prioritising in Q1. DPO is still not secured. Reverting to board and priority for Q1. | Director of Finance & Operations | Quarterly |
| People and Culture | 6 | Risk of high staff turnover | 1 | 2 | 2 | <ul style="list-style-type: none"> People and Performance Working Group ongoing. KPI and operational plan to track performance in place (monthly) Permanent office plan agreed for next FY. | CEO | Monthly |
| | 7 | Risk of poor staff performance and/or ineffective management of poor performance | 1 | 2 | 2 | <ul style="list-style-type: none"> People and Performance WG ongoing New Associate Facilitator training programme in place. Increased team collaboration and training in place. KPI and operational plan continues to track performance (monthly) | | Monthly |
| | 8 | Risk of poor staff wellbeing and burnout | 1 | 2 | 2 | <ul style="list-style-type: none"> Improved delivery planning and new capacity framework in place. New line management structure and process. Wellbeing initiatives continued to be deployed. Hybrid office working in place. | | Monthly |
| Impact | 9 | Risk of not meeting output targets | 2 | 2 | 4 | <ul style="list-style-type: none"> New resources brought into the PP team to drive greater impact. Best Practice Associate Facilitator model created to improve retention. Incentives in place to reduce cancellations. Programmes, Partnerships and Innovation Committee set up. | Director of Partnerships and Programmes | Monthly |

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022**

| | | | | | | | | |
|--------------|----|---|---|---|---|---|---|-----------|
| | 10 | Risk of not meeting outcomes targets | 1 | 3 | 3 | <ul style="list-style-type: none"> Outcomes remain consistent throughout our core programmes. New programmes being piloted are being regularly reviewed. Programmes, Partnerships and Innovation Committee set up. | | Quarterly |
| Safeguarding | 11 | Risk of participant, facilitator, volunteer or member of the public being harmed during (or as a result of) engaging in our programmes. | 1 | 2 | 2 | <ul style="list-style-type: none"> Safeguarding audit carried out and action plan in place. Safeguarding policy has been updated and is monitored by safeguarding lead at board level. Line management and clinical supervision process in place for delivery staff members. | Director of Partnerships and Programmes | Monthly |
| | 12 | Risk of corruption or misconduct - between participants and/or between staff and participants. | 1 | 3 | 3 | <ul style="list-style-type: none"> DBS checks up to date. Safeguarding training up to date. New training matrix in place. Thorough recruitment of all team members. | | Monthly |

Reserves Policy

The Trustees have decided on the level of reserves that the charity ought to have. Unrestricted funds are needed to:

- Provide funds which can be designated to specific projects to enable these projects to be undertaken at short notice and
- To cover administration, fundraising and support costs without which the charity could not function

The Trustees consider that, as a medium term goal, it would be prudent that unrestricted funds should be sufficient to cover:

- 3 months administration, fundraising and support costs
- Provide a pool equal to 10% of the average charitable expenditure over the preceding years from which funds can be designated to specific projects and meet our contractual obligations

The organisation's 2022 target was to create a reserve fund of £164,556, based on average annual expenditure over the preceding five years (less non-cash adjustments). Unrestricted general funds at 31 March 2022 were £330,870.

Statement of Trustees' Responsibilities

The trustees (who are also directors of Khulisa for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 those 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 2019 (FRS 102);
- make judgements 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 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 auditor is unaware and
- 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 auditor is 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.

Chief Executive's Report for Year Ending 2021 - 22

Introduction

Khulisa is an award-winning youth wellbeing charity that aims to close the skills gap in young people affected by trauma and adversity. It does this by helping young people to develop the social and emotional skills and the positive relationships needed to thrive. This year we launched our 2021-2024 strategy, *Closing the Trauma Gap*. This recognises that in order to create meaningful and lasting change, we need to also ensure that all young people are cared for by adults who are trauma-informed, including their parents/carers, and systems that are responsive to their social and emotional needs.

Due to Covid-19 and the various lockdowns, April 2021 to March 2022 was immensely challenging for the charity. However, it was also a period of urgent need and increased demand, across all areas of our new strategic plan, where demand from schools who sought to provide their community with mental health and wellbeing support increased rapidly.

As such, between this period, Khulisa supported **92% more young people and adults** with their mental health and wellbeing (an increase from 4,252 to 8,181). This was achieved despite an 18% fall in income (£901k in 2021 to £739k in 2022) and training six new staff (12 to 18 FTE). Khulisa thrived against all the odds during the Covid-19 pandemic. Our agility and commitment was recognised by the 2022 Charity Governance Awards, where we were shortlisted in the "[Response to Covid-19](#)" category. We were also winners of The Fair Education Alliance Award 2021, and nominees for Children and Young People Now 2021 Awards.

The unwavering support we've received from our partners and supporters has meant that we've been able to exceed our original targets, despite the various challenges we've experienced. During this time, our proudest achievements across delivery and policy were:

Delivery Achievements

- **Supporting over 2,000 young people** to improve their social and emotional skills. 61% improved wellbeing; 61% improved emotional regulation; 72% increased resilience and 72% improved social skills. Attendance for young people who had participated in 'Face It' also dropped by less than 1% compared to 6.7% attendance figures nationally. These results were particularly notable as many of our participants are at risk of disengagement from school.
- **We delivered a successful Social and Emotional Learning Curriculum.** This was to 501 pupils. We also trained the 15 teachers who co-facilitated these sessions. The pilot showed evidence that the programme helped to:
 1. Improve young people's resilience. We observed the most significant increase in children with SEND (67% of whom reported increases in resilience)
 2. Improve teachers' understanding of the needs and behaviours of their students
 3. Build trust and improve relationships between young people, their peers and teachers.
- **Launching our Whole School Approach and Training over 1,000 professionals** to become more aware of trauma and the impact it has on children's development and behaviour. This included teachers, prison officers, police officers, social workers and youth workers. 86% found the training useful, 88% plan to do something differently as a result of the training.
- **Reaching 1186 parents.** 94% reported improved confidence in their parenting skills and 94% plan to do something differently as a result of the training.
- **Doubling our school partners.** We delivered more programmes per partner and exceeded our partnerships target, partnering with 52 organisations overall.
- **Launching a Radio Wellbeing Programme** reaching 38,000 prisoners.

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022**

Policy Achievements

As a small charity, we recognise that we can only help so many young people directly. That's why we continue to build on, leverage and share evidence of 'what works' in improving outcomes for young people so we can improve the lives of thousands more young people and the professionals who work with them.

Over the course of the financial year, our contributions at a policy level include the following:

Policy responses

- A written response to the government's Autumn Budget (October 2021)
- Consultation response to The Ministry of Justice's Prisons Strategy White Paper (January 2022).
- A position paper on the Police Crime, Sentencing and Courts Act (May 2022)
- We also shared our 3 key policy asks on the Policy Mogul Website, which is widely used by policy influencers and makers (March 2022).
- We worked closely with The Criminal Justice Alliance in drafting their Response to the Victim's Bill (January 2022).

We also joined 2 academic research steering groups and contributed to roundtable discussions.

Learnings

During this period, we learned the following about our work and the needs of our target cohort of young people:

- 1. Young People's needs have changed dramatically since the pandemic.** Compared with the 19/20 academic year, we have seen increases in the number of young people who are disadvantaged and at risk of school exclusion. Of the young people we supported; 57% are registered for pupil premium - an increase in the vulnerabilities of the young people; 79% are 14 years old or older - an increase in the average age (from 13); 52% are boys (a significant increase in the numbers of girls referred to the programme), 44% have previously been excluded from school and 81% have at least one marker of disadvantage
- 2. Gender Disparity in performance.** Girls are typically starting our programme reporting lower levels of wellbeing, resilience and emotional regulation skills than boys. This is in line with national data which shows girls tend to have lower social and emotional wellbeing than other groups (ImpactEd, 2021).
- 3. Young People in Key Stage 4 are in increasing need of wellbeing support:** As mentioned above, the average age of our participants has increased, with schools referring more key stage 4 participants than ever before. The impact of the Covid-19 pandemic on young people's wellbeing, coupled with exam pressure has meant a sharp decline in the wellbeing of these pupils.

Our Plans (April 2022 onwards)

As we look to the year ahead, we will be:

- **Refining and streamlining our programmes.** We will complete the design and pilot of two new programmes (one for the whole-school curriculum, and one for parents/carers) and we are in the

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022**

- process of accrediting our training for professionals. Our intensive young people's programme, 'Face It' remains our flagship programme.
- **Increasing the capacity of the delivery team in London and Manchester.** We have recruited 4 new Programme Managers and plan to increase our pool of associate facilitators, ensuring robust quality assurance processes are in place to maintain the quality and consistency of our programmes.
- **Building and diversifying our income pipeline.** We will be diversifying by charging for some of our services, tendering for local authority contracts and pursuing funding from corporates and High Net Worth Individuals.
- **Strengthening our evidence base.** We have commissioned 2 milestone evaluations. The first proves the significant difference our programme makes to the wellbeing of young people, the second proves the link between wellbeing and educational outcomes (e.g. improved attendance and attainment, reduced exclusions)
- **Be more targeted with growth plans.** We will work in collaboration with schools, peer charities and Local Authorities to expand our work to targeted communities within London and Manchester.
- **Increase meaningful youth engagement.** We will be utilising the results from our Youth-led evaluation, continuing to build upon this and making steps to build our Youth Ambassador Programme.
- **Focus further on Diversity, Equity, Inclusion and Belonging.** We will be launching our DEIB Committee and making steps both internally and across all of our programmes to ensure we are inclusive and equitable in all that we do.

Final Reflections

The impact of Covid-19, the new strain of Omicron and further lockdowns fell within this reporting period. It was also during this timeframe that we transitioned to a 'new normal'. We started to process the impacts of the pandemic on the economy, on the health system, education system and ourselves. Given that Khulisa supports those affected by trauma and adversity - we would be remiss in not mentioning the collective trauma of Covid-19 and impact of this on our participants and work. We have seen this year, more than ever, how this collective trauma has been felt by the partners, young people, professionals, parents and caregivers that we have worked with. Risks have increased across all areas and providers across sectors are struggling to meet essential needs.

Khulisa has worked tirelessly to continue supporting young people and those around them to manage in this climate, delivering our programmes to those who need them most. We have adapted and reduced the number of young people on our programmes to ensure they remain safe and of the highest possible quality, whilst in parallel delivering more programmes so we can continue to reach more young people than ever who are in need of our support.

Through this period of complex trauma and challenge, we increased our reach by 92% - reaching a total of 8181 young people and adults who care for them - whilst retaining high quality outcomes. We are committed more than ever to our strategy of focusing on long-term systemic change. The last year has affirmed to us the importance and impact of this approach.

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022**

We have also witnessed a change in discourse with an increased focus on social and emotional wellbeing and trauma-informed work. This is very welcome and we will continue to deliver our programmes and contribute to policy discussions to ensure that our expertise and experiences, and the expertise and experiences of the young people, professionals and parents/carers that we work with are heard.

A message of thanks

We would like to give our heartfelt thanks to our valued donors, partners and commissioners — we hope you see us continuing to realise our shared objectives with passion, positivity and integrity. We would like to recognise our long-standing partnerships with: AB Charitable Trust, BBC Children in Need, The Big Ask Foundation, The Constable Education Charity, Esmee Fairbairn Foundation, Garfield Weston Foundation, The Henry Smith Charity, Lloyds Banking Foundation, The Monument Trust, Sandy and Sue Arbuthnot, The Rank Foundation, WISE Philanthropies and The Vintners' Company. We hope you continue to feel that the growth of our impact, evidence and influence in the sector is our shared success.

Thank you also to our outstanding team of staff, trustees, volunteers and ambassadors – your commitment to our participants, vision and values is the cornerstone of our success and we should all feel so proud of another impactful year of work.

And finally, thank you to all of the young people who have participated and engaged in Khulisa's programmes in the last year. They inspire us everyday. They are our future, and we are incredibly privileged to be a part of their journey.

Jodie Wickers
Interim Chief Executive

Chair's Note

Khulisa has taken great strides this financial year. We continued to champion high quality evidence-led interventions, always putting children and young people at the centre of everything we do. Our commitment to creating systemic change has intensified and we are beginning to affect real change to make systems work for young people with experiences of adversity.

This year has seen many highlights. Khulisa launched an innovative youth-led film evaluation where young people told us directly what they want and value in terms of support. We designed and delivered new high quality interventions to support parents, launched our Trauma-informed Whole School Approach to create systems-changes within the education system, and designed and delivered a comprehensive Social and Emotional Learning (SEL) Curriculum for schools. Khulisa is only as strong as the partnerships and coalitions we build and this year we have built an incredible 52 partnerships.

As the UK's education and criminal justice systems grappled with the many impacts of Covid-19, Khulisa continued to provide expert trauma-informed wellbeing support for students, parents and professionals. This support was more crucial than ever. We know that the disadvantage gap has remained stubborn, especially in areas of high deprivation – and following the Covid-19 crisis, for the poorest families it is widening again.

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2022**

Reaching 92% more people has been a huge achievement for Khulisa during this time of rapid external change and challenge. This number includes direct delivery to young people, as well as supporting the adults and institutions who care for them. Khulisa has successfully focused our resources on reaching those most in need - 57% of our participants are in receipt of the Pupil Premium with the majority of our school partners located in the top 10% most deprived areas of England. Alongside this, Khulisa has maintained high quality outcomes for young people and those who care for them - with 61% of our young people reporting improved levels of wellbeing.

To respond to this great need and ensure that we were able to provide expert and crucial support, we invested heavily in our team and our services. We brought on additional delivery resources, increasing our team of skilled practitioners and investing in a best practice training programme to ensure we maintain high quality, therapeutic and ethical delivery. We also invested in our infrastructure, preparing us to continue growing and delivering our services.

Looking forward, our priorities for the next financial year are to:

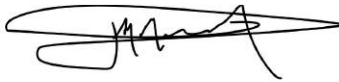
- Continue to put children and young people at the front and centre of everything we do. We will make a strong commitment to listen to what they want and need the most and ensure that we champion their voices in all of the conversations we have.
- Grow our reach even further, with a focus on reaching young people and the adults who care for them in the most deprived areas of England
- Continue to expand our evidence base, with rigorous evaluations of our core services in schools which will directly inform our future strategy
- Deliver our systemic strategy, piloting our parenting projects, releasing our new trauma training awards and launching our whole school approaches.

Khulisa exists to support young people living in the most disadvantaged areas to develop nurturing relationships with themselves, with others and the world around them. We know that we cannot achieve this alone and are immensely grateful to our valued donors, partners and commissioners for their belief in our vision and their continued support to make this a reality.

Thank you also to our outstanding team of staff, trustees, volunteers and ambassadors – your commitment to our beneficiaries, vision and values is the cornerstone of our success and we should all feel justly proud of another impactful year of work.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees on **9th December 2022** and signed by:



Jean-Marc Morel
Chair

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA
(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

Opinion

We have audited the financial statements of Khulisa (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities (incorporating Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement 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 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA
(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

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' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 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 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 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA
(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Kevin Fisher BA FCA CTA (Senior Statutory Auditor)
For and on behalf of Myrus Smith
Chartered Accountants and Statutory Auditor
2022

Norman House
8 Burnell Road
Sutton, Surrey
SM1 4BW

KHULISA

STATEMENT OF FINANCIAL ACTIVITIES For the year ended 31 March 2022 (Incorporating Income and Expenditure Account)

| | Notes | Unrestricted Funds £ | Restricted Funds £ | 2022 Total Funds £ | 2021 Total Funds £ |
|------------------------------------|-------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| Income and endowments from: | | | | | |
| Donations and legacies | 2 | 255,670 | - | 255,670 | 481,309 |
| Charitable activities | 3 | 47,214 | 434,528 | 481,742 | 418,826 |
| Investments | 4 | 32 | - | 32 | 57 |
| Other income | | 1,729 | - | 1,729 | 500 |
| | | 304,645 | 434,528 | 739,173 | 900,692 |
| Expenditure on: | | | | | |
| Raising Funds | 5 | 133,100 | - | 133,100 | 112,866 |
| Charitable Activities | 6 | 135,094 | 576,659 | 711,753 | 486,481 |
| | | 268,194 | 576,659 | 844,853 | 599,347 |
| Net income / (expenditure) | 7 | 36,451 | (142,131) | (105,680) | 301,345 |
| Transfers between funds | 14 | (39,068) | 39,068 | - | - |
| Net movement in funds | | (2,617) | (103,063) | (105,680) | 301,345 |
| Total funds brought forward | 14 | 333,487 | 186,691 | 520,178 | 218,833 |
| Total funds carried forward | 14 | 330,870 | 83,628 | 414,498 | 520,178 |

All income and expenditure is derived from continuing activities.

The Statement of Financial Activities includes all recognised gains and losses.

The notes form part of these Financial Statements

KHULISA
(Company no. 06210432)

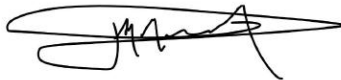
BALANCE SHEET
As at 31 March 2022

| | Notes | 2022 | | 2021 | |
|-------------------------------------|-------|----------------|-----------------------|----------------|-----------------------|
| | | £ | £ | £ | £ |
| FIXED ASSETS | | | | | |
| Tangible fixed assets | 9 | | 11,718 | | 10,434 |
| CURRENT ASSETS | | | | | |
| Debtors | 10 | 176,162 | | 62,108 | |
| Cash at bank | | <u>310,271</u> | | <u>484,929</u> | |
| | | 486,433 | | 547,037 | |
| CREDITORS | | | | | |
| Amounts falling due within one year | 11 | <u>83,653</u> | | <u>37,293</u> | |
| | | | | | |
| NET CURRENT ASSETS | | | <u>402,780</u> | | <u>509,744</u> |
| | | | | | |
| NET ASSETS | 15 | | <u>414,498</u> | | <u>520,178</u> |
| | | | | | |
| Represented by: | | | | | |
| Unrestricted Funds | 14 | | 330,870 | | 333,487 |
| Restricted Funds | 14 | | 83,628 | | 186,691 |
| | | | | | |
| TOTAL FUNDS | | | <u>414,498</u> | | <u>520,178</u> |

These Financial Statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accompanying notes form part of these Financial Statements.

Approved by the Board of Trustees on **9th December 2022** and signed by:



Jean-Marc Morel
 Chair

KHULISA

CASH FLOW STATEMENT

For the year ending 31 March 2022

| | 2022 £ | 2021 £ |
|--|------------------|----------------|
| Cash flows from operating activities | | |
| Net movement in funds per Statement of Financial Activities | (105,680) | 301,345 |
| Adjustments for: | | |
| Depreciation | 2,971 | 544 |
| Loss/(profit) on disposal of tangible fixed assets | - | 344 |
| Interest receivable | (32) | (57) |
| (Increase) / decrease in debtors | (114,054) | 53,755 |
| Increase / (decrease) in creditors | 46,360 | (2,393) |
| Net cash (used in) / provided by operating activities | <u>(170,435)</u> | <u>353,538</u> |
| Cash flows from investing activities | | |
| Interest received | 32 | 57 |
| Purchase of tangible fixed assets | (4,255) | (9,591) |
| Proceeds from disposal of tangible fixed assets | - | 146 |
| Net cash provided by / (used in) investing activities | <u>(4,223)</u> | <u>(9,388)</u> |
| Change in cash and cash equivalents | (174,658) | 344,150 |
| Cash and cash equivalents brought forward | 484,929 | 140,779 |
| Cash and cash equivalents carried forward | <u>310,271</u> | <u>484,929</u> |
| Analysis of cash and cash equivalents | 2022 | 2021 |
| | £ | £ |
| Cash at bank | <u>310,271</u> | <u>484,929</u> |

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2022

1 ACCOUNTING POLICIES

a) Basis of accounting

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The Financial Statements are prepared on a going concern basis and under the historical cost convention. The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Company status

Khulisa is a private company, registered in England and Wales, limited by guarantee, has no share capital and is also a registered charity. In the event of the Company being wound up, each member is liable to contribute an amount not exceeding £1. The address of the registered office is given in the Reference and Administrative Information on page 2.

c) Capital items & depreciation

Office equipment and fixtures and fittings are depreciated using the straight line method over four years. Other Project assets are depreciated over the life of the project, (normally three years) apart from project assets that are fully grant funded, which are written off in the year of purchase. Capital items have a minimum purchase cost of £500.

d) Income

Items of income are recognised in the Statement of Financial Activities (SOFA) when all of the following criteria are met:

- The charity is entitled to the funds;
- any performance conditions have been met;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

The company received government support through the Coronavirus Job Retention Scheme which is accounted for on the accruals basis.

e) Expenditure

Expenditure is recognised on an accruals basis as soon as there is a legal or constructive obligation committing the charity. Expenditure includes any VAT which cannot be recovered.

Expenditure on raising funds includes those costs incurred on attracting donations and grant funding.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Expenditure is allocated under the principal categories of the SOFA on a basis designed to reflect the use of the resource. Direct costs relating to a particular activity are allocated directly, support costs are allocated on an appropriate basis, e.g. floor areas, per capita or estimated usage.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity. In addition to ongoing

KHULISA
NOTES TO THE FINANCIAL STATEMENTS
For the year ending 31 March 2022

Governance costs, one-off costs incurred in connection with building governance capacity are included within Charitable Activities and are in part matched by specific funding.

f) Fund accounting

Restricted funds are funds subject to specific conditions imposed by the donors, or by appeals for specific projects, and the purpose and use of restricted funds is set out in the notes to the financial statements. Designated funds are unrestricted funds which are set aside for specific purposes at the discretion of the Trustees.

The general fund comprises the accumulated surpluses on the SOFA less any funds designated for specific purposes by the Trustees.

g) Pension costs

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

| 2 INCOME FROM DONATIONS AND LEGACIES | Unrestrict d funds £ | Restricted funds £ | Total 2022 £ | Total 2021 £ |
|---|---|-----------------------------------|-----------------------------|-----------------------------|
| Core support grants | 235,615 | - | 235,615 | 448,783 |
| Donations | 20,055 | - | 20,055 | 32,526 |
| | 255,670 | - | 255,670 | 481,309 |

Of the £481,309 recognised in 2021, £432,759 related to unrestricted funds and £48,550 related to restricted funds.

| 3 INCOME FROM CHARITABLE ACTIVITIES | Unrestrict d funds £ | Restricted funds £ | Total 2022 £ | Total 2021 £ |
|--|---|-----------------------------------|-----------------------------|-----------------------------|
| Sales of Training | 47,214 | - | 47,214 | 41,634 |
| Grants | | | | |
| Face It | - | 343,981 | 343,981 | 296,132 |
| Community | - | - | - | 63,060 |
| Silence The Violence | - | 30,060 | 30,060 | 18,000 |
| Other Funded Projects | - | 60,487 | 60,487 | - |
| | 47,214 | 434,528 | 481,742 | 418,826 |

Of the £418,826 recognised in 2021, £41,634 related to unrestricted funds and £377,192 related to restricted funds.

| 4 INCOME FROM INVESTMENTS | 2022 £ | 2021 £ |
|----------------------------------|-------------------|-------------------|
| Bank interest | 32 | 57 |
| | 32 | 57 |

All the income is unrestricted for both years.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2022

5 EXPENDITURE RAISING FUNDS

| | Direct Costs £ | Support Costs £ | 2022 Total £ | 2021 Total £ |
|-------------------|-------------------|--------------------|-----------------|-----------------|
| Fundraising costs | 94,559 | 38,541 | 133,100 | 112,866 |
| | 94,559 | 38,541 | 133,100 | 112,866 |

Expenditure on raising funds was entirely unrestricted in both years.

6 EXPENDITURE ON CHARITABLE ACTIVITIES

| | 2022 Direct Costs £ | 2022 Support Costs £ | 2022 Total £ | 2021 Total £ |
|------------------------------|------------------------|-------------------------|-----------------|-----------------|
| <u>Analysed by activity:</u> | | | | |
| Face It | 318,813 | 189,198 | 508,011 | 220,097 |
| Community | 19,801 | 8,869 | 28,670 | 111,263 |
| Silence the Violence | 11,898 | 5,856 | 17,754 | 98,230 |
| Trauma | 76,582 | 58,511 | 135,093 | 56,891 |
| Other Projects | 22,225 | - | 22,225 | - |
| | 449,319 | 262,434 | 711,753 | 486,481 |

Analysed by nature:

| | 2022 £ | 2021 £ |
|---|----------------|----------------|
| Direct Costs | | |
| Delivery staff salaries | 317,642 | 232,727 |
| Facilitator costs | 48,872 | 9,670 |
| Other direct programme costs | 27,168 | 12,993 |
| Assessment and evaluation | 43,365 | 18,460 |
| Staff training | 3,992 | 3,367 |
| HR & recruitment | 8,280 | 5,671 |
| | 449,319 | 282,888 |
| Support Costs | | |
| Core Staff salaries | 195,631 | 148,446 |
| Accounting & payroll | 1,720 | 2,661 |
| Office & IT(Business Admin Costs) | 22,286 | 21,348 |
| Premises costs (Rent) | 17,374 | 9,374 |
| Governance: Staff Salaries | 14,683 | 15,704 |
| Governance: Audit Fees | 4,740 | 5,760 |
| Governance: Trustee Expenses and Strategy | 6,000 | 300 |
| | 262,434 | 203,593 |
| | 711,753 | 486,481 |

Of the £711,753 expenditure recognised in 2022 (2021: 486,481), £135,094 (2021: £161,722) was charged to unrestricted funds and £576,659 (2021: £324,759) was charged to restricted funds.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS
For the year ending 31 March 2022

7 NET INCOME / (EXPENDITURE)

This is stated after charging/(crediting):

| | 2022 | 2021 |
|--|-----------------------|-----------------------|
| | £ | £ |
| Depreciation | 2,971 | 544 |
| Loss/(Profit) on disposal of tangible fixed assets | - | 344 |
| Operating lease rentals | 13,096 | 6,721 |
| Auditor's remuneration – Audit services | 4,740 | 3,060 |
| Auditor's remuneration – Non-Audit Services | - | 2,700 |
| | <u>624,810</u> | <u>499,384</u> |

8 STAFF COSTS

| | 2022 | 2021 |
|-------------------------------|-----------------------|-----------------------|
| | £ | £ |
| Salaries | 552,119 | 426,493 |
| Employer's National Insurance | 40,790 | 35,337 |
| Employer's Pension Costs | 31,901 | 30,556 |
| Redundancy costs | - | 6,998 |
| | <u>624,810</u> | <u>499,384</u> |

Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 were as follows:

£60,000 - £70,000

| | 2022 | 2021 |
|--|-------------|-------------|
| | No. | No. |
| | <u>1</u> | <u>1</u> |

Total employee benefits of key management personnel

| | 2022 | 2021 |
|--|----------------|----------------|
| | £ | £ |
| | <u>250,786</u> | <u>251,178</u> |

Under FRS 102, employee benefits includes gross salary, employer's NIC and employer's pension contributions

Average number of staff based on full-time equivalents

| | 2022 | 2021 |
|--|-------------|-------------|
| | No. | No. |
| | 13 | 11 |
| | <u>15</u> | <u>12</u> |

Average monthly number of staff

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2022

9 FIXED ASSETS

| | 2022 £ | 2021 £ |
|------------------------|----------------------|----------------------|
| Cost | | |
| At 1 April 2021 | 11,767 | 3,156 |
| Additions in year | 4,255 | 9,591 |
| Disposals in year | - | (980) |
| At 31 March 2022 | <u>16,022</u> | <u>11,767</u> |
| Depreciation | | |
| At 1 April 2021 | 1,333 | 1,279 |
| Charge for the year | 2,971 | 544 |
| Eliminated on disposal | - | (490) |
| At 31 March 2022 | <u>4,304</u> | <u>1,333</u> |
| Net book value | | |
| At 31 March 2022 | <u>11,718</u> | <u>10,434</u> |

10 DEBTORS

| | 2022 £ | 2021 £ |
|--------------------------------|-----------------------|----------------------|
| Trade debtors | 33,930 | 7,968 |
| Other debtors | 7,600 | 500 |
| Prepayments and accrued income | <u>134,632</u> | <u>53,640</u> |
| | <u>176,162</u> | <u>62,108</u> |

11 CREDITORS

| | 2022 £ | 2021 £ |
|-------------------------------------|----------------------|----------------------|
| Amounts falling due within one year | | |
| Trade creditors | 33,995 | 21,067 |
| Social security and other taxes | 5,534 | 3,614 |
| Accrued expenses | 11,624 | 9,932 |
| Deferred income (see below) | 32,500 | 2,680 |
| | <u>83,653</u> | <u>37,293</u> |

Deferred Income

| | Balance 1 Apr 2021 £ | Additions In year £ | Released to income £ | Balance 31 Mar 2022 £ |
|----------------------|-------------------------------|---------------------------|-------------------------------|--------------------------------|
| Grants and donations | 2,680 | 32,500 | 2,680 | 32,500 |

Deferred income relates to contracts for which the income is received in advance of the services to be provided.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS

For the year ending 31 March 2022

12 RELATED PARTY TRANSACTIONS

No trustee received remuneration in 2021-22 or 2020-21. The total cost of Board activity in 2021-22 was £6,000 (£299 in 2020-21). No trustee expenses were reimbursed in 2021-22 (£Nil in 2020-21).

| | | |
|---|-----------------------|---------------------|
| Unrestricted donations from related parties | 2022 £5,000 | 2021 £Nil |
|---|-----------------------|---------------------|

A fee of £5,000 was paid to DNA Elite Soccer, a company of which one of the Trustees, Jonathon Bines, is a related party. Mr Bines subsequently made a donation of £5,000 as part of the Big Give Campaign.

13 TAXATION

No Corporation tax has been provided in these financial statements because the company, a registered charity, is within the exemption granted by Part 11 of the Corporation Tax Act, 2010.

14 MOVEMENT IN FUNDS

| | Opening Balance 1 Apr 2021 £ | Income £ | Expenditure £ | Transfers between funds £ | Closing Balance 31 Mar 2022 £ |
|---------------------------------|---------------------------------------|----------------|------------------|------------------------------------|--|
| RESTRICTED FUNDS | | | | | |
| Face It | 124,563 | 330,981 | 484,551 | 29,007 | - |
| Community | 18,611 | - | 28,672 | 10,061 | - |
| Silence The Violence | 33,060 | 30,060 | 17,755 | - | 45,365 |
| Barrow Cadbury – Face It | 10,457 | 13,000 | 23,457 | - | - |
| Other Funded Projects | - | 60,487 | 22,224 | - | 38,263 |
| Total Restricted Funds | 186,691 | 434,528 | 576,659 | 39,068 | 83,628 |
| UNRESTRICTED FUNDS | | | | | |
| General fund | 333,487 | 304,645 | 268,194 | (39,068) | 330,870 |
| Total Unrestricted Funds | 333,487 | 304,645 | 268,194 | (39,068) | 330,870 |
| Total Funds | 520,178 | 739,173 | 844,853 | - | 414,498 |

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2022

14 MOVEMENT IN FUNDS / Cont.

Comparative information for the movement in funds is as follows:

| | Opening Balance 1 Apr 2020 £ | Income £ | Expenditure £ | Transfers between funds £ | Closing Balance 31 Mar 2021 £ |
|---------------------------------|---------------------------------------|----------------|------------------|------------------------------------|--|
| RESTRICTED FUNDS | | | | | |
| Face It | 37,764 | 284,132 | 197,333 | - | 124,563 |
| Community | 19,307 | 30,000 | 30,696 | - | 18,611 |
| Silence The Violence | 13,838 | 51,060 | 46,637 | 14,799 | 33,060 |
| Barrow Cadbury – Face It | - | 12,000 | 1,543 | - | 10,457 |
| Matrix Chambers | - | 550 | 550 | - | - |
| Henry Smith | - | 40,000 | 40,000 | - | - |
| Young Harrow Foundation | - | 8,000 | 8,000 | - | - |
| Total Restricted Funds | 70,909 | 425,742 | 324,759 | 14,799 | 186,691 |
| UNRESTRICTED FUNDS | | | | | |
| General fund | 147,924 | 474,950 | 274,588 | (14,799) | 333,487 |
| Total Unrestricted Funds | 147,924 | 474,950 | 274,588 | (14,799) | 333,487 |
| Total Funds | 218,833 | 900,692 | 599,347 | - | 520,178 |

Face It (formerly Early Intervention Pathway) – Funds provided to Khulisa are committed to delivering Silence the Violence/Face It programmes in schools and community settings for 11-18 year olds at risk of gang violence and school exclusion who may or may not already be in contact with the police and youth offending services.

Community and Silence The Violence (formerly Resettlement and Rehabilitation Pathways) – Funds provided to Khulisa to provide services for those recently released back into the community after prison.

Trauma – Funds from Matrix Chambers for the delivery of trauma training.

Leigh Trust – Funds to support the delivery of our prisoner rehabilitation programme and our through-the-gate mentoring programme.

Henry Smith – Funds provided to support the expansion of our prison delivery and mentoring of people who are preparing to be released from prison

BSBT (Building a Stronger Britain Together) – Funds provided to deliver programmes to support young people who are vulnerable to extremism.

Barrow Cadbury Face It - Funding covered the research and scoping of potential work in Birmingham with 18-25 year olds. This included competitor reviews, interviews across the sector, research into the specific needs of young people in the area and the barriers to integration.

Young Harrow Foundation – funded our work in Harrow schools, including running Face It and supporting staff with trauma-informed training. Including costs associated with our communications, including Kapwing, social media subscriptions and website updates.

Other Funded Projects includes the following funds:

Charity Works – Kickstart scheme for the placement of a Youth Engagement and Communications Assistant offered to a young person at risk of long term employment.

The Big Ask Foundation – supporting a participatory film project for a minimum of 16 young people from two different schools.

Jack Petchy Foundation – Part-funding for a full time intern at the Real Living Wage rate.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS

For the year ending 31 March 2022

15 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

| | 2022 Unrestricted £ | 2022 Restricted £ | 2022 Total £ |
|---------------------------------------|---------------------------|-------------------------|--------------------|
| Fixed assets | | | |
| Tangible fixed assets | 11,718 | - | 11,718 |
| Current assets | | | |
| Debtors | 92,745 | 83,417 | 176,162 |
| Cash at bank | 264,552 | 45,719 | 310,271 |
| | 357,297 | 129,136 | 486,433 |
| Liabilities | | | |
| Creditors falling due within one year | (38,145) | (45,508) | (83,653) |
| | (38,145) | (45,508) | (83,653) |
| Net Assets | 330,870 | 83,628 | 414,498 |

Comparative information for the net assets between funds is as follows:

| | 2021 Unrestricted £ | 2021 Restricted £ | 2021 Total £ |
|---------------------------------------|---------------------------|-------------------------|--------------------|
| Fixed assets | | | |
| Tangible fixed assets | 10,434 | - | 10,434 |
| Current assets | | | |
| Debtors | 8,468 | 53,640 | 62,108 |
| Cash at bank | 329,363 | 155,566 | 484,929 |
| | 337,831 | 209,206 | 547,037 |
| Liabilities | | | |
| Creditors falling due within one year | (14,778) | (22,515) | (37,293) |
| | (14,778) | (22,515) | (37,293) |
| Net Assets | 333,487 | 186,691 | 520,178 |

KHULISA

NOTES TO THE FINANCIAL STATEMENTS

For the year ending 31 March 2022

16 CONTINGENT ASSETS

The total grant funding awarded to the charity in respect of multi-year grants but not recognised as income amounts to £463,102 as at 31 March 2022 (2021: £496,470). These funds will be recognised in accordance with agreed budgets and specified or implied timeframes.

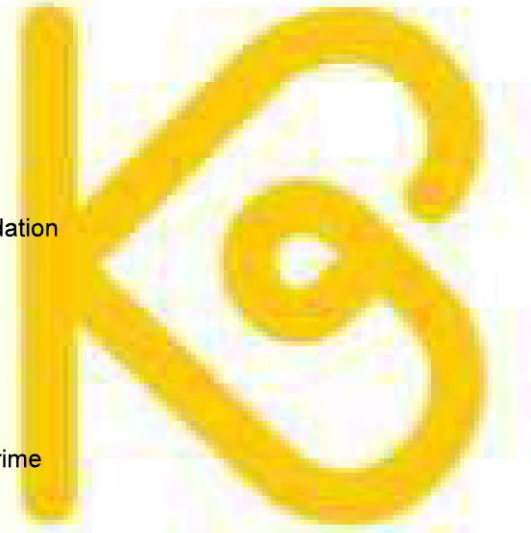
17 OPERATING LEASE COMMITMENTS

At 31 March 2022, the total minimum payments due under non-cancellable operating lease agreements amounted to £Nil (2021: £Nil). These payments fall due within one year.

18 SUPPORTERS AND DONORS

Everyone involved in all of Khulisa's projects would like to thank all those who have supported our work over the past year.

AB Charitable Trust
Arnold Clark Community Fund
Barnet Local Authority
Barrow Cadbury Trust
Berkeley Foundation
Charity Works
Chesterhill Charitable Trust
Charles Russell Speechlys Foundation
BBC Children in Need
Esmee Fairbairn
Fair Education Alliance
Jack Petchey Foundation
John Lyon's Charity
The Leathersellers' Company
Lloyds Banking Foundation
Mayor's Office for Policing And Crime
Monument Trust
National Lottery Awards for All
Rank Foundation
Sandy and Sue Arbuthnot
The Big Ask Foundation
The Big Give and Sir Alec Reed
The Constable Education Trust
The Childhood Trust
The Henry Smith Charity
The Vintners' Company
WISE Philanthropy
Young Harrow Foundation`



KHULISA

England & Wales - Charity number 1120562

Accounts



Khulisa
Report and Financial Statements
For the year ended
31 March 2021

Charity number
England: 1120562
Company number: 6210432

KHULISA
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2021

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**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2021**

Reference and Administrative Information

Charity registration number: England and Wales: 1120562
Company registration number: 6210432
Registered office address: 32 Cubitt Street, King's Cross, London, WC1X 0LR

Board of Trustees

Jean-Marc Morel (Treasurer and Chair from 23 December 2020)
Philippa Frankl
A Y Thorat – resigned 3 September 2020
Jonathan D Bines
Sharon Kalsy
Shivonne Graham (Interim Chair to 23 December 2020)
Rob Dickinson
James Fornara – appointed 18 December 2020
Dami Solebo – appointed 18 December 2020
Adrienne Sanders – appointed 18 December 2020
Daniel Morris – appointed 18 December 2020

Company Secretary

Iman Haji

Leadership Team

| | |
|-----------------|--|
| Cara Cinnamon | Chief Executive Officer |
| Lisa Rowles | Director of Design & Innovation |
| Damian Castello | Director of Delivery until September 2020 |
| Ellie Johnson | Director of Fundraising & Operations |
| Jodie Wickers | Director of Programmes & Partnerships from December 2020 |
| Tara Bashir | Director of Finance & Operations from March 2021 |

Auditors

Myrus Smith Chartered Accountants, Norman House, 8 Burnell Road, Sutton, Surrey, SM1 4BW

Bankers

Lloyds TSB PLC, 19-21 The Quadrant, Richmond, TW9 1BP

KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2021

Structure & Governance

Khulisa is a limited company by guarantee, a registered charity in England and Wales and is governed by its Memorandum and Articles of Association. We were incorporated in 2007, having originated in South Africa. Khulisa brings new dynamism and unique models of social impact to the criminal and social justice sectors. Programmes tested in extremely fragile and challenging social/financial environments have provided innovative and effective solutions to addressing crime and violence in the UK.

Khulisa has a Board of Trustees with 10 current members: Jonathan Bines, Jean-Marc Morel, Shivonne Graham, Dr Sharon Kalsy, James Fornara, Dami Solebo, Philippa Frankl, Daniel Morris, Adrienne Sanders and Rob Dickinson. Trustees are recruited through an open and transparent process and can be elected by a majority vote of the Trustees at any regular meeting. Trustees are appointed for a 3-year term with a limit of 2 consecutive terms served. Trustees receive a full-induction with the Chair, Deputy-Chair, CEO and other members of the leadership team to include a background to organisation, programmes and impact alongside their legal financial responsibilities as trustees.

All decisions pertaining to budget approval, salaries and new senior hires (at leadership level) are made through board consultation and other operational decision-making is made by the CEO and leadership team. Khulisa leads a performance management process annually; based on performance and the financial health of the organisation, salary recommendations are made to the board (with a requirement that 50% of the board are present to approve). These salary increase levels are based on Khulisa's Pay & Remuneration Policy which sets out salary banding for different levels of seniority (bench-marked to equivalent-sized charities) and increases based on performance rating (under-performance, meets, exceeds or significantly exceeds expectations).

Khulisa has historically had a membership base of 30 members who are invited to attend our AGM, usually held in December each year. During the pandemic, a renewal process of our membership showed 13 reconfirmed members. Khulisa is revising its membership offer, and current levels are enough to meet quorum.

As of March 31, 2021, Khulisa had 12 staff members (full and part-time) based in London and Manchester. Programme delivery is managed by staff and supported by circa 15 free-lance facilitators who are trained in our programme methodologies and curriculum and live close to our delivery locations.

Meeting the Public Benefits Requirements of the Charities Act 2011

Our Mission is to break the cycle of crime and violence by helping people to change their lives.
Our Vision is a society where young people have a voice and are empowered to live healthy, crime-free lives

Our Values are:

- We Guide: by restoring empathy, self-belief and self-worth
- We Nurture: by believing all people can grow
- We Restore: by enabling people to have an equal voice and building trust and aspiration
- We Empower: by enabling confidence, self-belief and ownership

KHULISA TRUSTEES' REPORT For the year ended 31 March 2021

We believe that the public benefits we deliver are:

- Providing offenders, ex-offenders and young people at risk of social exclusion with programmes and support that helps them in their rehabilitation, desistance from crime and violence, and (re)integration into their families and communities
- Improving the life chances of offenders, ex-offenders and young people at risk of social exclusion
- Reducing violence and aggression in prisons, schools and communities
- Reducing victimisation – especially victims of violence
- Cutting crime

In reviewing Khulisa's aims and objectives as outlined in our 2017-2020 Strategic Plan, the Trustees paid due regard to the Charity Commission's guidance on public benefit to inform what activities the charity should undertake.

Objectives & Activities

We deliver intensive, therapeutically-led programmes and support in schools, prisons and the community, enabling children and young adults (aged 11-25) to make more positive life choices, and divert away from criminal activity. These programmes have a strong emphasis on developing emotional resilience, improving wellbeing and raising aspirations, and are proven to reduce violence, offending and support young people to thrive.

Our objectives are outlined in full in the CEO report.

Financial Review

We grew our income from £766,717 in 2019-20 to £900,692 in 2020-21 which was a 17% increase on the previous financial year. Our expenditure dropped from £786,480 to £599,347 which was due to the impact of lockdowns on delivery.

Restricted income for the year was £425,742 (2020: £398,260) and unrestricted income was £474,950 (2020: £368,457). The charity received unrestricted grants and donations totalling £432,759 (2020: £338,220).

The total net surplus for the year of £301,345 was comprised of £200,362 surplus on unrestricted funds and £100,983 surplus on restricted funds.

The Balance Sheet as at 31st March 2021 showed cash balances of £484,929 (2020: £140,779) and net assets of £520,178 (2020: £218,833). This is represented by unrestricted funds amounting to £333,487 (2020: £147,924) and restricted funds of £186,691 (2020: £70,909).

Unrestricted reserves as at 31st March 2021 were £333,487 which exceeded Khulisa's reserves target of 3 months future running costs.

A delay in full delivery in quarters 1 and 2 due to the pandemic, led to a higher than usual carry forward this financial year. This was compounded by funding commitments expected to land in the following financial year, being recognised before March 31, 2021

Khulisa Risk Management Framework

Khulisa's risk assessment process requires a subjective judgement to be made on the potential impact and likelihood of the risks by the Khulisa Board and Senior Management TEAM (SMT). The framework includes both operational (programme delivery) and organisational (strategic) risks. Once completed the likelihood is multiplied by the impact to provide a rating for each risk:

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2021**

| | Impact | | |
|-----------------------|-----------------|-----------------------|-----------------|
| Likelihood | Significant (3) | Likelihood | Significant (3) |
| High (4) (certain) | | High (4) (certain) | |
| High (3) (probable) | | High (3) (probable) | |
| Medium (2) (possible) | | Medium (2) (possible) | |
| Low (1) (unlikely) | | Low (1) (unlikely) | |

| Category | Risk # | Risk description | Likelihood | Impact | Rating | Contingency / action | Responsible officer(s) | Review date |
|--------------------|--------|--|------------|--------|--------|--|--|-------------|
| Financial | 1 | Risk to positive cashflow during the year | 1 | 3 | 3 | <ul style="list-style-type: none"> New cash flow template in use and confirms positive position Extra resources are being brought in to support fundraising in 21/22 (interim Bid writer) | Director of Fundraising and Operations | Monthly |
| | 2 | Risk of not raising sufficient unrestricted funding to meet our reserves policy | 1 | 3 | 3 | <ul style="list-style-type: none"> Projects health surplus into 21/22 Reserves policy to be revised. | | Monthly |
| | 3 | Risk of not being able to forecast and reconcile financial information accurately | 2 | 3 | 6 | <ul style="list-style-type: none"> Transition to new accounting system, complete New monthly reporting processes in place Director Finance & Ops begins Mar' 2021 Actions against 19/20 audit outcomes underway. | | Monthly |
| Operational | 4 | Risk of exploitation of Khulisa's IP, due to our AF model and now, our digital programmes. | 2 | 2 | 4 | <ul style="list-style-type: none"> Legal provider confirmed and brief agreed. In meantime: AFs to sign NDAs New DPO to be appointed | CEO | Monthly |
| | 5 | Risk of breaches to data protection regulations. | 1 | 2 | 2 | <ul style="list-style-type: none"> GDPR Audit complete - - recommended actions to be taken. | Director of Fundraising & Operations | Quarterly |
| People and Culture | 6 | Risk of high staff turnover | 1 | 2 | 2 | <ul style="list-style-type: none"> No further turnover expected Extensive recruitment underway - particularly in delivery team and to expand AF pool People and Performance WG established | CEO | Monthly |

KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2021

| | | | | | | | | |
|--------------------|----|---|---|---|---|---|---|-----------|
| People and Culture | 7 | Risk of poor staff performance and/or ineffective management of poor performance | 1 | 2 | 2 | <ul style="list-style-type: none"> • People and Performance WG established • Objective setting for 2021 complete • KPI and operational plan to track performance in place (monthly) | CEO | Monthly |
| | 8 | Risk of poor staff wellbeing and burnout | 2 | 2 | 4 | <ul style="list-style-type: none"> • Impact Covid-19 now lessening with easing of restrictions. • 2021 onwards has improved delivery planning - delivery capacity is reasonable for each staff member. • Number of wellbeing initiatives deployed. | | Monthly |
| | 9 | Risk of not meeting output targets | 2 | 2 | 4 | <ul style="list-style-type: none"> • YP and professionals delivery progressing well and on/above target • Prisons-work is the remaining risk - new digital programme of work is underway • Funder expectations managed well • New KPI dashboard and regular KPI review meetings now show up issues sooner and enable swift mitigation | Director of Partnerships and Programmes | Monthly |
| Impact | 10 | Risk of not meeting outcomes targets | 1 | 3 | 3 | <ul style="list-style-type: none"> • Quarterly learning reviews led by Head of Evidence and Impact, to be attended by Board + Team • To set up a programmatic committee for the board (by June 2021) | | Monthly |
| | 11 | Risk of participant, facilitator, volunteer or member of the public being harmed during (or as a result of) engaging in our programmes. | 1 | 2 | 2 | <ul style="list-style-type: none"> • New safeguarding policy and risk assessment template has been designed for F2F work during Covid • New safeguarding policy has been designed for digital working (and vetted by NSPCC consultants). | Director of Partnerships and Programmes | Quarterly |

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2021**

| | | | | | | | | |
|--|----|--|---|---|---|--|--|---------|
| | | | | | | <ul style="list-style-type: none"> Continual support and review of team competency and safety to be delivering (i.e. through supervision, line management meetings) | | |
| | 12 | Risk of corruption or misconduct - between participants and/or between staff and participants. | 1 | 3 | 3 | <ul style="list-style-type: none"> DBS checks up to date. No volunteers involved in programme delivery Safeguarding training to take place Jan 2021 | | Monthly |

Reserves Policy

The Trustees have decided on the level of reserves that the charity ought to have. Unrestricted funds are needed to:

- Provide funds which can be designated to specific projects to enable these projects to be undertaken at short notice and
- To cover administration, fundraising and support costs without which the charity could not function

The Trustees consider that, as a medium term goal, it would be prudent that unrestricted funds should be sufficient to cover:

- 3 months administration, fundraising and support costs
- Provide a pool equal to 10% of the average charitable expenditure over the preceding years from which funds can be designated to specific projects and meet our contractual obligations

The organisation's current target is to create a reserve fund of **£212,500**, based on £850,000 target income for 2021/22. Unrestricted general funds at 31 March 2021 were **£333,487**.

The pandemic impacted how we put our funds to use. Many funders whose donations were restricted, released the restrictions on a temporary basis to allow for core support. A large reduction in the delivery of in person funding in the first two quarters of the year, also meant that much of our restricted funds for business as usual expenditure came in later in the financial year, leading to a heavier carry forward than usual.

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2021**

The reduction of expenditure in the first half of 2020/21, and build up of funds later in the year to steady our future position, also increased our unrestricted carry forward as we braced for further economic hardship. This was compounded by several large unrestricted grants, expected to be received the following financial year, being awarded within the reporting period. In this anomaly year, our carry forward was disproportionately affected and has been allocated through the following financial year, in keeping with our charitable and donor commitments.

Statement of Trustees' Responsibilities

The trustees (who are also directors of Khulisa for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 those 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 2019 (FRS 102);
- make judgements 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 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 auditor is unaware and
- 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 auditor is 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.

KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2021

Chief Executive's Report for Year Ending 2020 - 21

Introduction

Khulisa continues to be known for putting wellbeing at the heart of rehabilitation; increasing wellbeing, ensuring educational inclusion and reducing violence and re-offending. At the beginning of the financial year 2020 - 2021, the Covid-19 pandemic caused extreme disruption. Closure of schools and prisons restricted our capacity to deliver our programmes, and we lost c. 25% of our forecast income for the year, largely in commercial revenues.

In response, Khulisa suspended the launch of its new 3 year strategy in order to focus on crisis response efforts under our '*Survive and Thrive Plan*', which laid out target-led measures to keep the charity stable, and to maintain support wherever possible to our beneficiaries. We reduced our projected spend for the year by 25%, and furloughed 75% of the staff team while we worked to adapt our programmes and relevant safeguarding initiatives to be appropriate for online delivery.

The highlights from this year, include:

- **Moving quickly to create a response plan to the pandemic;** The '*Survive and Thrive*' interim plan was developed in collaboration with delivery partners around where user needs could best be met.
- **Rapidly transforming our programmes to be delivered online** in response to school, prison and community-setting closures following the Covid-19 lockdown measures. We developed an entirely new suite of digital programmes and tools which could be delivered remotely using online platforms.
- **Increasing our reach to young people;** Khulisa supported 657 young people through our interventions in pupil referral units, schools and the community (up from 232 in 2019/20).
- **65% of young people in schools reported improved resilience, emotional regulation and coping skills while 63% reported improved emotional wellbeing.** The data we collected against our digital programmes was adapted to the adjusted way of delivery, and we are using the data, which shows promising findings, to develop our future digital interventions.
- **Piloting a project embedding social emotional learning onto the curriculum at a school in Manchester,** reaching 501 children in years 7 and 8. In a mid-term evaluation conducted three months in the programme, more than half of participants (52%) reported a reduction in their negative self-regulation strategies, and children with SEND reported the biggest improvements in resilience and positive self-regulation skills.
- **Expanding our Trauma Training for professionals** – Khulisa trained 469 adults and caregivers; 94% found training useful and 83% felt prepared to put knowledge they've learnt into practice. **We supported a further 2,566 professionals** through our online toolkits.
- **Piloted our first 6 week programme for parents of young people at risk of criminal involvement and school exclusion.** We reached 95 parents through webinars and face-to-face delivery.
- Of the parents that completed an evaluation form, **95% reported an improvement in their understanding of how stress and conflict can impact behaviour**, 80% reported an improvement in their self-awareness and understanding of resilience.
- **Adapted our income model to respond to the crisis**, reinstating a stable financial position by the end of the 2nd quarter following a risk to our cashflow at the beginning of the year as a result of the pandemic.

**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2021**

- **Continued to diversify our income model** following the loss of a significant proportion of our commercial income due to the pandemic.
- **Developed our new 2021-2024 strategy**, ready for public launch in early 2021.
- **Positioned our team and recruited top sector talent** to drive ambitious scale and growth objectives under our new 2021-2024 year strategy.
- **Onboarded four new trustees** to support our governance objectives, with a focus on people, performance, community delivery and partnerships.
- **Conducted a full GDPR audit** and action plan which scored us at 97% across all areas.

With the strategy launch for the 2020-23 period paused due to the effects of the pandemic, we worked to the short term '*Survive and Thrive*' plan, the tenets of which were to;

- Reach 300 young people
- Reach 200 Adults
- Stabilise our financial position by raising £660,000

The details of the outcomes against these objectives are detailed below.

#1 Reach 300 young people

Recognising that many young people would suffer through lack of access to schools and youth clubs, we acted quickly to redevelop our Face It schools programme for online delivery, lifting the content and format and adapting it to work on live and pre-recorded video platforms. These live sessions were supplemented by digital toolkits, all designed and led by our team of qualified therapists. We adapted our safeguarding policy to ensure we were delivering safely. We trained our team in the new programme content, style and policy. After a period of rapid testing, with a skeleton team of four (eight of the team were furloughed from April) we began delivering to young people in June 2021. Throughout this period we kept in close contact with our school partners, who were keen to deploy Khulisa's support for both young persons' and adult audiences.

We went through several iterations of the online programmes, consulting with young people and schools and prisons throughout to adapt our delivery in line with their needs. We also designed a series of online toolkits focusing on isolation, anxiety and other pandemic related issues. By August, we had begun delivering summer programmes in schools, and we continued with a blended model of delivery over the rest of the year, increasing or decreasing our dependence on digital delivery depending on the changes to lockdown rules.

Our impact with young people in schools

In total, we **reached 605 young people through our intensive interventions** (both online and face to face). We reached a further 522 through our online toolkits and another 74 through light touch interventions.

Our outcomes data showed that:

- 67% of young people improved their coping skills
- 63% reported improved wellbeing
- 65% reported improved resilience

KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2021

Our impact with young people in prisons

Throughout the pandemic, access to prisons has been our greatest challenge, with lockdown restrictions far more limiting than other delivery partners. We worked with ex-offenders in co-creating content for the Humane Justice Book which we launched in February, alongside a podcast series which featured some of our former prison programme attendees. Half the contributions in this year's publication are from those with lived experience - including essays, poetry and artwork. **100 people attended our online book launch**, and **1,600 people downloaded our podcast series**. We reached a further **23 prison residents through printable toolkits** which we distributed through prison workers. The success of the podcast positioned us well to deliver a series of radio shows through National Prison Radio. We kicked this project off in March 2020, for broadcast the following financial year.

#2 Reach 200 Adults

Demand for our services for adults through the lockdown surged as professionals and parents, particularly those with vulnerable young people in their charge, adapted to the new lockdown circumstances. We created a specialised suite of products to respond directly to the impact of lockdown which included a Resilience webinar, and activity and sign-posting toolkits on how to manage anxiety and access other support. Having never delivered training or support online to this scale previously, and not knowing how long the lockdown conditions would last, we tempered our potential reach target at 200. In total, **we trained 469 adults in trauma informed ways of working** and reached a further **2,566 through online toolkits and webinars**.

Between May and September, we also delivered a series of 3 online 'Safetynet Sessions' to over 80 people, bringing together a diverse group of stakeholders to learn and network, and hear the stories from the frontline of the pandemic from young people, and frontline practitioners, including the Head Teacher of a London PRU.

In January 2021, we delivered our first parenting programme pilot in partnership with Barnet Council, **reaching 95 parents and carers of vulnerable young people**. The success of this programme led to Barnet Council recommissioning a larger programme of work, which we began in September 2021.

The outcomes data from our online training for professionals demonstrated that:

- 90% increased their knowledge of the impact of trauma
- 93% plan to do something differently as a result of the training
- 74% improved their knowledge of coping strategies

The outcomes of our specialised resilience webinar demonstrated:

- 94% of attendees increased their understanding of resilience
- 100% reported using the strategies they learnt to help shift thoughts and feelings to a more resilient state
- 100% planned to make changes based on what they had learned in the webinar

We also **designed and disseminated 520 accompanying toolkits** aimed at helping parents to embed key learning.

**KHULISA
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For the year ended 31 March 2021**

#3 Stabilise our financial position

Khulisa worked hard in the initial few months of the pandemic to stabilise the financial position of the charity to ensure we could sustain delivery. Around £400,000 in forecast income, largely through commercial sales, was withdrawn as prisons and schools shut down, and in-person programmes could no longer commence. This left a significant hole in our forecast cash flow. To remedy this we moved quickly to furlough the team, cut our forecast expenditure by 25%, and maintained a skeleton staff to oversee the redesign of programmes, fundraising and business as usual operations.

Initially we fundraised for crisis funds, and returned to business-as-usual fundraising from August 2021. Having spent the previous strategic period diversifying our income, we temporarily returned to an emphasis on trusts and foundations as we navigated the crisis period, establishing new relationships with major donors including the National Lottery, Westminster Foundation and City Bridge Trust. We increased our corporate support, through two new major corporate giving schemes, and raised just over £9,000 through an online crisis campaign. We secured one new major individual donor, and partnered with Barnet Council to run a funded pilot.

Policy Work

Khulisa continues to build on, and leverage a significant evidence base to inform programme development and evidence the outcomes and efficacy of our work. Over the course of the financial year, our contributions at a policy level include the following:

Policy responses:

- Submitted a written response to The Greater London Authority's consultation on their London Recovery Plan.
- Wrote a response to the Criminal Justice Inspectorates report on the Criminal Justice System's response to the pandemic.
- Wrote a response to the Justice Select Committee's final report on Children & Young People in the Youth Justice System after submitting written evidence in 2019/20.
- Submitted a written response to the RSA's Call for Evidence on school exclusions.
- Completed a primer document on the benefits of a whole-school approach for the London VRU after a request for information.
- Wrote a briefing document on the Police, Crime, Sentencing and Courts Bill.

Books & podcasts:

- Launched Humane Justice - a collection of essays, poetry and art, that highlight the roles kindness, hope and compassion play, and should play, in the system.
- Launched accompanying Humane Justice podcast.

Roundtables and meetings:

- Invited to contribute to Standing Committee for Youth Justice roundtable on Serious Violence Reduction Orders.
- Invited to contribute to roundtable chaired by Rt.Hon. Sarah Jones MP on the Police, Crime, Sentencing and Courts Bill.

Signed letters:

- Signed a joint letter addressed to The Prime Minister and The Secretary of State for Education in support of Marcus Rashford's Free School Meals campaign.

Policy work informs a significant part of the new strategy, and in preparation for this we created a new senior officer level role to carry this forward.

**KHULISA
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For the year ended 31 March 2021**

The Impact of Covid-19

The impact of Covid-19 and the resulting changes to our programmes and operations fell within this reporting period, and given the level of impact to Khulisa's delivery and operations, we would be remiss in not mentioning it and how it affects our ongoing work beyond March 2021.

The team worked to revise our new three year strategy, in light of young people's needs in a post-pandemic world. After wide consultation with key stakeholders, we updated the strategy to emphasise our focus on digital transformation, set up new ways of working more collaboratively with young people to ensure their voice is recognised through the development of our work, and increased working with schools in order to allow access to support and resources for whole school communities. We have piloted a successful programme for parents, and used prison radio, and podcasting, as a new channel to reach prison residents (estimated reach, 70,000 unique listeners), and professionals. We have increased our range of training and resources for adults who regularly interact with young people who have suffered emotional trauma.

Vulnerable young people, who depended on school, and other constructive networks, as support aids to balance turbulent home lives, will have been locked down in harmful environments, increasing their risk of emotional trauma. Similarly, reports from our prison partners told us that prison residents were kept in their cells for up to 23 hours a day. The combined traumatic outcomes of this on those vulnerable people, and their communities, is estimated to be evident in years to come, with increased reoffending, serious ill mental health and disruptive behaviours escalating in response. As a result, the demand for Khulisa's services remains high and we anticipate considerable growth over the coming period as we endeavour to meet this critical need. As such, we have positioned our team to respond, restructuring all three departments, increasing delivery resources, and recruiting top sector talent to support our drive.

A message of thanks

We would like to give our heartfelt thanks to our valued donors, partners and commissioners — we hope you see us continuing to realise our shared objectives with passion, positivity and integrity. We would like to recognise our long-standing partnerships with: The Monument Trust, Garfield Weston, Esmee Fairbairn Foundation, the Paul Hamlyn Foundation, the Henry Smith Charity, Sandy and Sue Arbuthnot, The Rank Foundation, Evan Cornish Foundation, Lloyds Foundation, AB Charitable Trust and the Zochonis Charitable Trust. We hope you continue to feel that the growth of our impact, evidence and influence in the sector is our shared success.

Thank you also to our outstanding team of staff, trustees, volunteers and ambassadors – your commitment to our participants, vision and values is the cornerstone of our success and we should all feel justly proud of another impactful year of work.

Elsbeth Johnson-Shaw

Interim Chief Executive

Chair's Note

Over the course of this financial year, Khulisa has continued to build its reputation as an outcomes and evidence-led charity, putting young people at the heart of its mission to reduce exclusion and reoffending through social and emotional learning. Over the course of the Covid crisis, Khulisa demonstrated dexterity in leadership and delivery, confronting the challenge head-on and exceeding in outcomes against our impact and across operations. The charity emerged from the financial year as a consolidated and unified team, with a new three-year strategy, energised to advance its impact in a range of new ways.

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TRUSTEES' REPORT
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We made significant progress across digital working, which now forms a key new part of our delivery model. We expanded our training to include parents, as part our drive to ensure young people have access to the support they need not just in school, but in the home environment too. Pilot programmes in this area have demonstrated exciting outcomes. We took the time to review the needs of vulnerable young people and those who we work with, and care for them, and what best practice support looks like in a post-pandemic world. In light of our findings, we revised our new three-year strategy to respond to these needs, including more intensive, longer term partnerships with schools, growing our youth voice work, rapidly expanding our trauma training for all adults, increasing our reach and impact through digital working, and increasing our policy and advocacy work.

During the pandemic, we know that regardless of background, many vulnerable young people experienced further adversity and emotional hardship as they lost access to constructive networks due to school and club closures. Many were in lockdown in harmful or disrupted backgrounds, without access to appropriate support. Thanks to the support of our partners, we were able to reach 674 of these young people. Many more will have gone without, and the call for support for these young people is critical. We have seen our pipeline of partners increase ten-fold, and in response have rapidly grown our team to respond to this demand. We anticipate continued growth into the next financial year.

To position for growth under our new strategy, ongoing investment into organisational capacity continues with a focus on recruitment and driving for excellence:

- We have created a new Directorship to oversee Programmes and Partnerships, and budgeted for new resources to bring in expertise in digital working, youth engagement and policy work.
- We have undergone full restructure of the Programmes and Partnerships team, and the Evidence and Programme Design function, bringing in new design expertise and ramping up investment in policy working.
- We have recruited four new board members who bring specific skillsets in HR, educational partnership working, community relationships, trauma informed working, policy and growth planning.
- We have overhauled our operations and finance functions to position us for growth, creating a new Director role to lead on root and branch change across compliance, finance management and HR.
- We have embedded social and emotional learning into the school curriculum through a pilot scheme in Manchester, the outcomes against which have been positive and a premise for future delivery in this way.
- We have delivered our first parental working programme and created a podcast series and in-cell radio show series in order to best reach prison residents while access to secure estate remained restricted.
- We have created a new product suite of digital tools and capabilities for both young people and adults, which has significantly increased our reach and impact. The success of this work has underpinned the development of our new app-based learning products.

I would like to extend my heartfelt thanks to our valued donors, partners and commissioners, without whom none of this would be achievable. We hope these relationships extend as we grow and scale our impact in keeping with our shared objectives to support some of the UK's most vulnerable young people, reduce exclusion and offending.

Thank you also to our outstanding team of staff, trustees, volunteers and ambassadors – your commitment to our beneficiaries, vision and values is the cornerstone of our success and we should all feel justly proud of another impactful year of work.

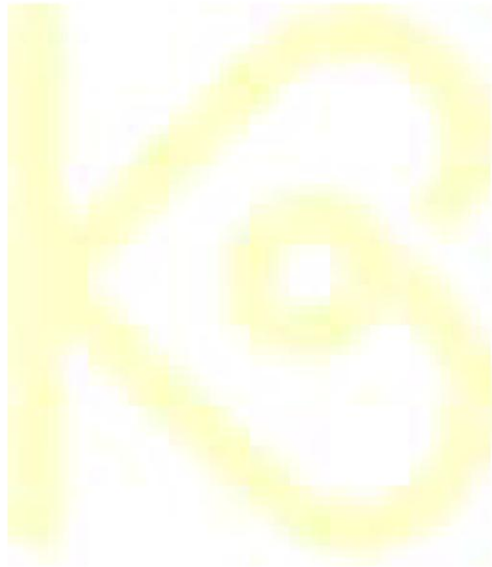
**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2021**

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees on **9th December 2021** and signed by:



Jean-Marc Morel
Chair



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA
(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

Opinion

We have audited the financial statements of Khulisa (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities (incorporating Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement 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 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA
(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

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' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 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 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 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA
(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness; and assessing whether the judgements made in making accounting estimates are indicative of a potential bias.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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



Kevin Fisher BA FCA CTA (Senior Statutory Auditor)
For and on behalf of Myrus Smith
Chartered Accountants and Statutory Auditor

Norman House
8 Burnell Road
Sutton, Surrey
SM1 4BW

22 December 2021

KHULISA

STATEMENT OF FINANCIAL ACTIVITIES For the year ended 31 March 2021 (Incorporating Income and Expenditure Account)

| | Notes | Unrestricted Funds £ | Restricted Funds £ | 2021 Total Funds £ | 2020 Total Funds £ |
|------------------------------------|-------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| Income and endowments from: | | | | | |
| Donations and legacies | 2 | 432,759 | 48,550 | 481,309 | 400,149 |
| Charitable activities | 3 | 41,634 | 377,192 | 418,826 | 366,528 |
| Investments | 4 | 57 | - | 57 | 40 |
| Other income | | 500 | - | 500 | - |
| | | <u>474,950</u> | <u>425,742</u> | <u>900,692</u> | <u>766,717</u> |
| Expenditure on: | | | | | |
| Raising Funds | 5 | 112,866 | - | 112,866 | 73,217 |
| Charitable Activities | 6 | 161,722 | 324,759 | 486,481 | 713,263 |
| | | <u>274,588</u> | <u>324,759</u> | <u>599,347</u> | <u>786,480</u> |
| Net income / (expenditure) | 7 | 200,362 | 100,983 | 301,345 | (19,763) |
| Transfers between funds | 14 | (14,799) | 14,799 | - | - |
| Net movement in funds | | <u>185,563</u> | <u>115,782</u> | <u>301,345</u> | <u>(19,763)</u> |
| Total funds brought forward | 14 | 147,924 | 70,909 | 218,833 | 238,596 |
| Total funds carried forward | 14 | <u>333,487</u> | <u>186,691</u> | <u>520,178</u> | <u>218,833</u> |

All income and expenditure is derived from continuing activities.

The Statement of Financial Activities includes all recognised gains and losses.

The notes form part of these Financial Statements

KHULISA
(Company no. 06210432)

BALANCE SHEET
As at 31 March 2021

| | Notes | 2021 | | 2020 | |
|-------------------------------------|-------|----------------|-----------------------|----------------|-----------------------|
| | | £ | £ | £ | £ |
| FIXED ASSETS | | | | | |
| Tangible fixed assets | 9 | | 10,434 | | 1,877 |
| CURRENT ASSETS | | | | | |
| Debtors | 10 | 62,108 | | 115,863 | |
| Cash at bank | | <u>484,929</u> | | <u>140,779</u> | |
| | | 547,037 | | 256,642 | |
| CREDITORS | | | | | |
| Amounts falling due within one year | 11 | <u>37,293</u> | | <u>39,686</u> | |
| NET CURRENT ASSETS | | | <u>509,744</u> | | <u>216,956</u> |
| NET ASSETS | 15 | | <u>520,178</u> | | <u>218,833</u> |
| Represented by: | | | | | |
| Unrestricted Funds | 14 | | 333,487 | | 147,924 |
| Restricted Funds | 14 | | 186,691 | | 70,909 |
| TOTAL FUNDS | | | <u>520,178</u> | | <u>218,833</u> |

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accompanying notes form part of these Financial Statements.

Approved by the Board of Trustees on **9th December 2021** and signed by:



Jean-Marc Morel
 Chair

KHULISA

CASH FLOW STATEMENT

For the year ending 31 March 2021

| | 2021 £ | 2020 £ |
|--|----------------|-----------------|
| Cash flows from operating activities | | |
| Net movement in funds per Statement of Financial Activities | 301,345 | (19,763) |
| Adjustments for: | | |
| Depreciation | 544 | 789 |
| Loss/(profit) on disposal of tangible fixed assets | 344 | 2,504 |
| Interest receivable | (57) | (40) |
| (Increase) / decrease in debtors | 53,755 | 4,224 |
| Increase / (decrease) in creditors | (2,393) | (32,164) |
| Net cash provided by / (used in) operating activities | <u>353,538</u> | <u>(44,450)</u> |
| Cash flows from investing activities | | |
| Interest received | 57 | 40 |
| Purchase of tangible fixed assets | (9,591) | (1,196) |
| Proceeds from disposal of tangible fixed assets | 146 | - |
| Net cash provided by / (used in) investing activities | <u>(9,388)</u> | <u>(1,156)</u> |
| Change in cash and cash equivalents | 344,150 | (45,606) |
| Cash and cash equivalents brought forward | 140,779 | 186,385 |
| Cash and cash equivalents carried forward | <u>484,929</u> | <u>140,779</u> |
| Analysis of cash and cash equivalents | 2021 | 2020 |
| | £ | £ |
| Cash at bank | <u>484,929</u> | <u>140,779</u> |

KHULISA

NOTES TO THE FINANCIAL STATEMENTS

For the year ending 31 March 2021

1 ACCOUNTING POLICIES

a) Basis of accounting

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis and under the historical cost convention. The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Company status

Khulisa is a private company, registered in England and Wales, limited by guarantee, has no share capital and is also a registered charity. In the event of the Company being wound up, each member is liable to contribute an amount not exceeding £1. The address of the registered office is given in the Reference and Administrative Information on page 2.

c) Capital items & depreciation

Office equipment and fixtures and fittings are depreciated using the straight line method over four years. Other Project assets are depreciated over the life of the project, (normally three years) apart from project assets that are fully grant funded, which are written off in the year of purchase. Capital items have a minimum purchase cost of £500.

d) Income

Items of income are recognised in the Statement of financial Activities (SOFA) when all of the following criteria are met:

- The charity is entitled to the funds;
- any performance conditions have been met;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

The company received government support through the Coronavirus Job Retention Scheme which is accounted for on the accruals basis.

e) Expenditure

Expenditure is recognised on an accruals basis as soon as there is a legal or constructive obligation committing the charity. Expenditure includes any VAT which cannot be recovered.

Expenditure on raising funds includes those costs incurred on attracting donations and grant funding.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Expenditure is allocated under the principal categories of the SOFA on a basis designed to reflect the use of the resource. Direct costs relating to a particular activity are allocated directly, support costs are allocated on an appropriate basis, e.g. floor areas, per capita or estimated usage.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity. In addition to ongoing

KHULISA
NOTES TO THE FINANCIAL STATEMENTS
For the year ending 31 March 2021

Governance costs, one-off costs incurred in connection with building governance capacity are included within Charitable Activities and are in part matched by specific funding.

f) Fund accounting

Restricted funds are funds subject to specific conditions imposed by the donors, or by appeals for specific projects, and the purpose and use of restricted funds is set out in the notes to the financial statements. Designated funds are unrestricted funds which are set aside for specific purposes at the discretion of the Trustees.

The general fund comprises the accumulated surpluses on the SOFA less any funds designated for specific purposes by the Trustees.

g) Pension costs

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2 INCOME FROM DONATIONS AND LEGACIES

| | Unrestricted funds | Restricted funds | Total 2021 | Total 2020 |
|---------------------|-----------------------|---------------------|----------------|----------------|
| | £ | £ | £ | £ |
| Core support grants | 400,233 | 48,550 | 448,783 | 387,929 |
| Donations | 32,526 | - | 32,526 | 12,220 |
| | 432,759 | 48,550 | 481,309 | 400,149 |

Of the £400,149 recognised in 2020, £338,220 related to unrestricted funds and £61,929 related to restricted funds.

3 INCOME FROM CHARITABLE ACTIVITIES

| | Unrestricted funds | Restricted funds | Total 2021 | Total 2020 |
|----------------------|-----------------------|---------------------|----------------|----------------|
| | £ | £ | £ | £ |
| Sales of Training | 41,634 | - | 41,634 | 30,197 |
| Grants | | | | |
| Face It | - | 296,132 | 296,132 | 170,179 |
| Community | - | 63,060 | 63,060 | 103,260 |
| Silence The Violence | - | 18,000 | 18,000 | 54,892 |
| Trauma | - | - | - | 5,000 |
| Leigh Trust | - | - | - | 3,000 |
| | 41,634 | 377,192 | 418,826 | 366,528 |

Of the £366,528 recognised in 2020, £30,197 related to unrestricted funds and £336,331 related to restricted funds.

4 INCOME FROM INVESTMENTS

| | 2021 £ | 2020 £ |
|---------------|-----------|-----------|
| Bank interest | 57 | 40 |
| | 57 | 40 |

All the income is unrestricted for both years.

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NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2021

5 EXPENDITURE RAISING FUNDS

| | Direct Costs £ | Support Costs £ | 2021 Total £ | 2020 Total £ |
|--------------------|----------------------|-----------------------|--------------------|--------------------|
| Fund raising costs | 88,177 | 24,689 | 112,866 | 73,217 |
| | 88,177 | 24,689 | 112,866 | 73,217 |

Expenditure on raising funds was entirely unrestricted in both years.

6 EXPENDITURE ON CHARITABLE ACTIVITIES

| | 2021 Direct Costs £ | 2021 Support Costs £ | 2021 Total £ | 2020 Total £ |
|------------------------------|------------------------------|-------------------------------|--------------------|--------------------|
| <u>Analysed by activity:</u> | | | | |
| Face It | 129,641 | 90,456 | 220,097 | 269,709 |
| Community | 60,400 | 50,863 | 111,263 | 210,710 |
| Silence the Violence | 59,242 | 38,988 | 98,230 | 232,844 |
| Trauma | 33,605 | 23,286 | 56,891 | - |
| | 282,888 | 203,593 | 486,481 | 713,263 |

Analysed by nature:

Direct Costs

| | 2021 £ | 2020 £ |
|------------------------------|----------------|----------------|
| Delivery staff salaries | 232,727 | 394,631 |
| Facilitator costs | 9,670 | 46,409 |
| Other direct programme costs | 12,993 | 26,940 |
| Assessment and evaluation | 18,460 | 10,850 |
| Staff training | 3,367 | 11,553 |
| HR & recruitment | 5,671 | 51,347 |
| | 282,888 | 541,730 |

Support Costs

| | | |
|---|----------------|----------------|
| Core Staff salaries | 148,446 | 100,540 |
| Accounting & payroll | 2,661 | 1,710 |
| Office & IT(Business Admin Costs) | 21,348 | 29,424 |
| Premises costs (Rent) | 9,374 | 30,616 |
| Governance: Staff Salaries | 15,704 | 5,982 |
| Governance: Audit Fees | 5,760 | 3,000 |
| Governance: Trustee Expenses and Strategy | 300 | 261 |
| | 203,593 | 171,533 |

486,481 **713,263**

Of the £486,481 expenditure recognised in 2021 (2020: £713,263), £161,722 (2020: £269,426) was charged to unrestricted funds and £324,759 (2020: £443,837) was charged to restricted funds.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2021

7 NET INCOME / (EXPENDITURE)

This is stated after charging/(crediting):

| | 2021 £ | 2020 £ |
|--|-----------|-----------|
| Depreciation | 544 | 789 |
| Loss/(Profit) on disposal of tangible fixed assets | 344 | 2,504 |
| Operating lease rentals | 6,721 | 30,616 |
| Auditor's remuneration – Audit services | 3,060 | 3,000 |
| Auditor's remuneration – Non - audit services | 2,700 | - |

8 STAFF COSTS

| | 2021 £ | 2020 £ |
|-------------------------------|-----------|-----------|
| Salaries | 426,493 | 493,835 |
| Employer's National Insurance | 35,337 | 29,095 |
| Employer's Pension Costs | 30,556 | 39,637 |
| Redundancy costs | 6,998 | - |

Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 were as follows:

£60,000 - £70,000

| 2021 No. | 2020 No. |
|-------------|-------------|
|-------------|-------------|

| | |
|---|---|
| 1 | 0 |
|---|---|

Total employee benefits of key management personnel

| 2021 £ | 2020 £ |
|-----------|-----------|
| 251,178 | 212,669 |

Under FRS 102, employee benefits includes gross salary, employer's NIC and employer's pension contributions

| 2021 No. | 2020 No. |
|-------------|-------------|
|-------------|-------------|

Average number of staff based on full-time equivalents

| | |
|----|----|
| 11 | 13 |
|----|----|

Average monthly number of staff

| | |
|----|----|
| 12 | 14 |
|----|----|

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2021

9 FIXED ASSETS

| | 2021 £ | 2020 £ |
|------------------------|----------------------|---------------------|
| Cost | | |
| At 1 April 2020 | 3,156 | 9,654 |
| Additions in year | 9,591 | 1,196 |
| Disposals in year | (980) | (7,694) |
| At 31 March 2021 | <u>11,767</u> | <u>3,156</u> |
| Depreciation | | |
| At 1 April 2020 | 1,279 | 5,680 |
| Charge for the year | 544 | 789 |
| Eliminated on disposal | (490) | (5,190) |
| At 31 March 2021 | <u>1,333</u> | <u>1,279</u> |
| Net book value | | |
| At 31 March 2021 | <u>10,434</u> | <u>1,877</u> |

10 DEBTORS

| | 2021 £ | 2020 £ |
|--------------------------------|----------------------|-----------------------|
| Trade debtors | 7,968 | 32,450 |
| Other debtors | 500 | 500 |
| Prepayments and accrued income | 53,640 | 82,913 |
| | <u>62,108</u> | <u>115,863</u> |

11 CREDITORS

| Amounts falling due within one year | 2021 £ | 2020 £ |
|-------------------------------------|----------------------|----------------------|
| Trade creditors | 21,067 | 6,910 |
| Social security and other taxes | 3,614 | 21,575 |
| Accrued expenses | 9,932 | 8,767 |
| Deferred income (see below) | 2,680 | 2,434 |
| | <u>37,293</u> | <u>39,686</u> |

Deferred Income

| | Balance 1 Apr 2020 £ | Additions In year £ | Released to income £ | Balance 31 Mar 2021 £ |
|----------------------|----------------------------|---------------------------|-------------------------------|--------------------------------|
| Grants and donations | 2,434 | 2,680 | (2,434) | 2,680 |

Deferred income relates to contracts for which the income is received in advance of the services to be provided.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2021

12 RELATED PARTY TRANSACTIONS

No trustee received remuneration in 2020-21 or 2019-20. The total cost of Board activity in 2020-21 was £299 (£293 in 2019-20). No trustee expense were re-imbursed in 2020-21 (£9 to 1 trustee in 2019-20).

| | | |
|---|---------------------|---------------------|
| Unrestricted donations from related parties | 2021 £Nil | 2020 £300 |
|---|---------------------|---------------------|

13 TAXATION

No Corporation tax has been provided in these financial statements because the company, a registered charity, is within the exemption granted by Part 11 of the Corporation Tax Act, 2010.

14 MOVEMENT IN FUNDS

| | Opening Balance 1 Apr 2020 £ | Income £ | Expenditure £ | Transfers between funds £ | Closing Balance 31 Mar 2021 £ |
|---------------------------------|---------------------------------------|----------------|------------------|------------------------------------|--|
| RESTRICTED FUNDS | | | | | |
| Face It | 37,764 | 284,132 | 197,333 | - | 124,563 |
| Community | 19,307 | 63,060 | 30,696 | - | 51,671 |
| Silence The Violence | 13,838 | 18,000 | 46,637 | 14,799 | - |
| Barrow Cadbury – Face It | - | 12,000 | 1,543 | - | 10,457 |
| Matrix Chambers | - | 550 | 550 | - | - |
| Henry Smith | - | 40,000 | 40,000 | - | - |
| Young Harrow Foundation | - | 8,000 | 8,000 | - | - |
| Total Restricted Funds | 70,909 | 425,742 | 324,759 | 14,799 | 186,691 |
| UNRESTRICTED FUNDS | | | | | |
| General fund | 147,924 | 474,950 | 274,588 | (14,799) | 333,487 |
| Total Unrestricted Funds | 147,924 | 474,950 | 274,588 | (14,799) | 333,487 |
| Total Funds | 218,833 | 900,692 | 599,347 | - | 520,178 |

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2021

14 MOVEMENT IN FUNDS / Cont.

Comparative information for the movement in funds is as follows:

| | Opening Balance 1 Apr 2019 | Income | Expenditure | Transfers between funds | Closing Balance 31 Mar 2020 |
|---------------------------------|----------------------------------|----------------|----------------|-------------------------------|-----------------------------------|
| | £ | £ | £ | £ | £ |
| RESTRICTED FUNDS | | | | | |
| Face It | 66,429 | 170,179 | 198,844 | - | 37,764 |
| Community | 28,471 | 103,260 | 112,424 | - | 19,307 |
| Silence The Violence | 21,586 | 54,892 | 62,640 | - | 13,838 |
| Trauma | - | 5,000 | 5,000 | - | - |
| Leigh Trust | - | 3,000 | 3,000 | - | - |
| Henry Smith | - | 45,000 | 45,000 | - | - |
| BSBT | - | 16,929 | 16,929 | - | - |
| Total Restricted Funds | 116,486 | 398,260 | 443,837 | - | 70,909 |
| UNRESTRICTED FUNDS | | | | | |
| General fund | 122,110 | 368,457 | 342,643 | - | 147,924 |
| Total Unrestricted Funds | 122,110 | 368,457 | 342,643 | - | 147,924 |
| Total Funds | 238,596 | 766,717 | 786,480 | - | 218,833 |

Face It (formerly Early Intervention Pathway) – Funds provided to Khulisa are committed to delivering Silence the Violence/Face It programmes in schools and community settings for 11-18 year olds at risk of gang violence and school exclusion who may or may not already be in contact with the police and youth offending services.

Community and Silence The Violence (formerly Resettlement and Rehabilitation Pathways) – Funds provided to Khulisa to provide services for those recently released back into the community after prison.

Trauma – Funds from Matrix Chambers for the delivery of trauma training.

Leigh Trust – Funds to support the delivery of our prisoner rehabilitation programme and our through-the-gate mentoring programme.

Henry Smith – Funds provided to support the expansion of our prison delivery and mentoring of people who are preparing to be released from prison

BSBT (Building a Stronger Britain Together) – Funds provided to deliver programmes to support young people who are vulnerable to extremism.

Barrow Cadbury Face It - Funding covered the research and scoping of potential work in Birmingham with 18-25 year olds. This included competitor reviews, interviews across the sector, research into the specific needs of young people in the area and the barriers to integration. A full report will be available Mid Nov 2021.

Young Harrow Foundation – funded our work in Harrow schools, including running Face It and supporting staff with trauma-informed training. Including costs associated with our communications, including Kapwing, social media subscriptions and website updates.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2021

15 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

| | 2021 Unrestricted £ | 2021 Restricted £ | 2021 Total £ |
|---------------------------------------|---------------------------|-------------------------|--------------------|
| Fixed assets | | | |
| Tangible fixed assets | 10,434 | - | 10,434 |
| Current assets | | | |
| Debtors | 8,468 | 53,640 | 62,108 |
| Cash at bank | 329,363 | 155,566 | 484,929 |
| | 337,831 | 209,206 | 547,037 |
| Liabilities | | | |
| Creditors falling due within one year | (14,778) | (22,515) | (37,293) |
| | (14,778) | (22,515) | (37,293) |
| Net Assets | 333,487 | 186,691 | 520,178 |

Comparative information for the net assets between funds is as follows:

| | 2020 Unrestricted £ | 2020 Restricted £ | 2020 Total £ |
|---------------------------------------|---------------------------|-------------------------|--------------------|
| Fixed assets | | | |
| Tangible fixed assets | 1,877 | - | 1,877 |
| Current assets | | | |
| Debtors | 23,670 | 92,193 | 115,863 |
| Cash at bank | 140,779 | - | 140,779 |
| | 164,449 | 92,193 | 256,642 |
| Liabilities | | | |
| Creditors falling due within one year | (18,402) | (21,284) | (39,686) |
| | (18,402) | (21,284) | (39,686) |
| Net Assets | 147,924 | 70,909 | 218,833 |

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2021

16 CONTINGENT ASSETS

The total grant funding awarded to the charity in respect of multi-year grants but not recognised as income amounts to £496,470 as at 31 March 2021 (2020: £492,856). These funds will be recognised in accordance with agreed budgets and specified or implied timeframes.

17 OPERATING LEASE COMMITMENTS

At 31 March 2021, the total minimum payments due under non-cancellable operating lease agreements amounted to £Nil (2020: £9,888). These payments fall due within one year.

18 SUPPORTERS AND DONORS

Everyone involved in all of Khulisa's projects would like to thank all those who have supported our work over the past year.

Barnet local authority
Berkeley Homes Foundation
Camden Giving
Charity Next (part of Whitehall Industry Group)
Charles Russell Speechlys
Children in Need
Christine King Memorial Trust
City Bridge Trust
Esmee Fairbairn
Hammersmith & Fulham Council
Harrow Council
Henry Smith Charity
John Lyon's Charity
Lloyds Foundation
Lloyds of London
Matrix Chambers
Mayor's Office for Policing And Crime
Monument Trust
National Lottery Awards for All
Neighbourly Community Fund
NESTA
Noel Buxton Trust
Paul Hamlyn Foundation
Rank Foundation
Sandy and Sue Arbuthnot
Southall Trust
Sue and Sandy Arbuthnot
The Drapers Company
The Mercer's Company
The Noel Buxton Trust
The School for Social Entrepreneurs
The Vinter's Company
West Midlands Police and Crime Commissioner
Westminster Foundation
WISE Philanthropy



KHULISA

England & Wales - Charity number 1120562

Accounts



Khulisa
Report and Financial Statements
For the year ended
31 March 2020

Charity number
England: 1120562
Company number: 6210432

KHULISA
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2020

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KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2020

Reference and Administrative Information

Charity registration number: England and Wales: 1120562
Company registration number: 6210432
Registered office address: 32 Cubitt Street, King's Cross, London, WC1X 0LR

Board of Trustees

Jean-Marc Morel (Treasurer and Interim Chair from 23 December 2020)

Philippa Frankl

A Y Thorat – Resigned 3 September 2020

Jonathan D Bines

Sharon Kalsy

Shivonne Graham (Interim Chair to 23 December 2020)

Soraya Catanzaro – Resigned 12 December 2019

Peter Babudu - Resigned 12 December 2019

Rob Dickinson – Appointed 12 December 2019

Company Secretary

Iman Haji

Leadership Team

Dominique Airey

Chief Executive until February 2020

Cara Cinnamon

Chief Executive from February 2020

Lisa Rowles

Director of Evidence & Innovation

Damian Castello

Director of Delivery

Auditors

Myrus Smith Chartered Accountants, Norman House, 8 Burnell Road, Sutton, Surrey, SM1 4BW

Bankers

Lloyds TSB PLC, 19-21 The Quadrant, Richmond, TW9 1BP

Structure & Governance

Khulisa is a limited company by guarantee, a registered charity in England and Wales and is governed by its Memorandum and Articles of Association. We were incorporated in 2007, having originated in South Africa. Khulisa brings new dynamism and unique models of social impact to the criminal and social justice sectors. Programmes tested in extremely fragile and challenging social/financial environments have provided innovative and effective solutions to addressing crime and violence in the UK.

Khulisa has a Board of Trustees with 6 current members: Jonathan Bines, Jean-Marc Morel, Shivonne Graham, Dr Sharon Kalsy, Philippa Frankl and Rob Dickinson. Trustees are recruited through an open and transparent process and can be elected by a majority vote of the Trustees at any regular meeting. Trustees are appointed for a 3-year term with a limit of 2 consecutive terms served. Trustees receive a full-induction with the Chair, Treasurer, CEO and other members of the leadership team to include a background to organisation, programmes and impact alongside their legal financial responsibilities as trustees.

All decisions pertaining to budget approval, salaries and new senior hires (at leadership level) are made through board consultation and other operational decision-making is made by the CEO and leadership team. Khulisa leads a performance management process annually; based on performance and the financial health of the organisation, salary recommendations are made to the board (with a requirement that 50% of the board are present to approve). These salary increase levels are based on Khulisa's Pay & Remuneration Policy which sets out salary banding for different levels of seniority (bench-marked to equivalent-sized charities) and increases based on performance rating (under-performance, meets, exceeds or significantly exceeds expectations).

Khulisa has approximately 30 members who are invited to attend our AGM, usually held in December each year.

As of March 31, 2020, Khulisa had 14 staff members (full and part-time) based in London and Manchester. Programme delivery is managed by staff and supported by circa 15 free-lance facilitators who are trained in our programme methodologies and curriculum and live close to our delivery locations. Khulisa also has a cohort of volunteers, most of whom are mentors on our *Milestones* through-the-gates mentoring programmes.

Meeting the Public Benefits Requirements of the Charities Act 2011

Our **Mission** is to break the cycle of crime and violence by helping people to change their lives.

Our **Vision** is a society where young people have a voice and are empowered to live healthy, crime-free lives

Our **Values** are:

- We Guide: by restoring empathy, self-belief and self-worth
- We Nurture: by believing all people can grow
- We Restore: by enabling people to have an equal voice and building trust and aspiration
- We Empower: by enabling confidence, self-belief and ownership

We believe that the public benefits we deliver are:

- Providing offenders, ex-offenders and young people at risk of social exclusion with programmes and supports that help them in their rehabilitation, desistance from crime and violence, and (re)integration into their families and communities
- Improving the life chances of offenders, ex-offenders and young people at risk of social exclusion
- Reducing violence and aggression in prisons, schools and communities
- Reducing victimisation – especially victims of violence
- Cutting crime

In reviewing Khulisa's aims and objectives as outlined in our 2017-2020 Strategic Plan, the Trustees paid due regard to the Charity Commission's guidance on public benefit to inform what activities the charity should undertake.

KHULISA
TRUSTEES' REPORT CONTINUED
For the year ended 31 March 2020

Objectives & Activities

We deliver behaviour-change programmes and provide therapeutic support and mentoring in schools, prisons and the community, enabling children and young adults to make more positive life choices. These programmes have a strong emphasis on developing emotional resilience, improving wellbeing and raising aspirations, and are proven to reduce violence, offending and support young people to thrive.

Our objectives for the period 2017-2020 are outlined in full in the CEO report (see 2017-2020 Objectives).

Financial Review

Unrestricted reserves at 31st March 2020 were £147,924, which is in line with Khulisa’s reserves target of £148,000. Total net expenditure of £19,763 was comprised of £25,814 surplus on unrestricted funds and £45,577 deficit on restricted funds. Total income of £766,717 in 2020 represents an increase of £36,504 from 2019. Restricted income was £398,260 (2019: £392,395) and unrestricted income was £368,457 (2019: £337,818). The charity received unrestricted grants and donations totalling £338,220 (2019: £303,952). Khulisa is particularly indebted to The Monument Trust for their generous support. Sales and fees amounted to £30,197 (2019: £33,806). The Balance Sheet at 31 March 2020 showed cash balances of £140,779 (2019: £186,385) and net assets of £218,833 (2019: £238,596). This is represented by unrestricted funds amounting to £147,924 (2019: £122,110) and restricted funds of £70,909 (2019: £116,486).

Khulisa Risk Management Framework

Khulisa’s risk assessment process requires a subjective judgement to be made on the potential impact and likelihood of the risks by the Khulisa Board and Senior Management TEAM (SMT). The framework includes both operational (programme delivery) and organisational (strategic) risks. Once completed the likelihood is multiplied by the impact to provide a rating for each risk:

| | Impact | | |
|-----------------------|-----------------|----------|-------------|
| Likelihood | Significant (3) | Some (2) | Limited (1) |
| High (4) (certain) | | | |
| High (3) (probable) | | | |
| Medium (2) (possible) | | | |
| Low (1) (unlikely) | | | |

KHULISA
TRUSTEES' REPORT CONTINUED
For the year ended 31 March 2020

| No. | Risk description | Likelihood | Impact | Rating | Contingency / action | Responsible officer(s) | Review date |
|-----|---|------------|--------|--------|--|---|-------------|
| 1. | Inability to meet delivery targets and donor commitments | 2 | 2 | 4 | Progress with all four of our 17-20 commitments have been very positive Professionals interventions progressed well and we completed the year, ahead of target Pace for YP interventions did not meet expectations, but depth and quality measures reached Financial growth and diversification targets met | Director of Delivery | Weekly |
| 2. | Business Continuity (death or critical illness, long term absence of SMT member) | 1 | 2 | 2 | New org plan (to enable delivery of our 20-23 strategy ready to implement) Budget ready to be signed off, in order to invest in critical staff members in 20/21 e.g. Lead Facilitator, Partnerships and HR | Chief Executive/Board | Monthly |
| 3. | Participant, facilitator, volunteer or member of the public is harmed | 2 | 2 | 4 | Safeguarding policies are in place, reviewed annually along with supervision and training for frontline staff Group supervision to be reintroduced in 20/21 for frontline practitioners | Director of Delivery and Director of Fundraising & Operations | Monthly |
| 4. | Volunteers/staff corruption/misconduct with participants | 1 | 3 | 3 | Annual DBS checks to be completed as standard. We only have two current volunteers, in addition to the Google Analytics web team. We are recruiting for 3 new volunteers to assist with web development, graphic design and content. | Director of Delivery | Monthly |
| 5. | Insufficient unrestricted funding for full cost recovery of the organisation | 2 | 2 | 4 | We have grown the proportion of UR in 19/20 through sales and an improved fundraising strategy Commercial strategy review planned for Sept 2020 Board meeting. | Director of Fundraising & Operations + Head of Finance | Monthly |
| 6. | Data protection regulations breached/no ready for GDPR | 1 | 2 | 2 | Salesforce is fully embedded, along with digital data capture (via Form Assembly) to limit risk of data breaches GDPR Audit to be completed by Sept 2020 Need a new board DPO (in progress) | Director of Fundraising & Operations | Quarterly |
| 7. | Insufficient data available to track funding allocations and to manage financial forecasting/reconciliation | 2 | 2 | 4 | We have a new Finance Manager who started Feb 2020, to focus on the development and improvement of our finance and reporting systems This needs to be addressed by Sept 2020 at the latest | Director of Fundraising & Operations + Head of Finance | Monthly |

| | | | | | | | |
|---|--|---|---|---|---|-----|---------|
| 8 | Khulisa's IP is vulnerable to exploitation due to our AF model and now, our digital programmes | 2 | 2 | 4 | <p>We require Associate facilitators to sign NDAs/contracts with appropriate clauses</p> <p>We vet and protect attendees to webinars/training</p> <p>We do need legal expertise on the board, and pro bono support for the team moving forwards and are exploring securing Pro Bono Lawyers</p> | CEO | Monthly |
|---|--|---|---|---|---|-----|---------|

KHULISA
TRUSTEES' REPORT CONTINUED
For the year ended 31 March 2020

Reserves Policy

The Trustees have decided on the level of reserves that the charity ought to have. Unrestricted funds are needed to:

- Provide funds which can be designated to specific projects to enable these projects to be undertaken at short notice and
- To cover administration, fundraising and support costs without which the charity could not function

The Trustees consider that, as a medium term goal, it would be prudent that unrestricted funds should be sufficient to cover:

- 3 months administration, fundraising and support costs
- Provide a pool equal to 10% of the average charitable expenditure over the preceding years from which funds can be designated to specific projects and meet our contractual obligations

The organisation's current target is to create a reserve fund of £148,000. Unrestricted general funds at 31 March 2020 were £147,924.

Statement of Trustees' Responsibilities

The trustees (who are also directors of Khulisa for the purposes of company law) are responsible for preparing the Trustees' 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 the year. In preparing those 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 2019 (FRS 102);
- make judgements 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 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 auditor is unaware and
- 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 auditor is 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.

KHULISA

DIRECTOR'S REPORT

For the year ended 31 March 2020

Chief Executive's Report for Year Ending 2019-20

Introduction

Khulisa's work continues to be known for putting well-being at the heart of rehabilitation; increasing self-esteem, enabling educational inclusion and reducing violence and re-offending. The highlights from April 2019 to March 2020, include:

- Increasing our reach to young people – Khulisa supported 348 young people in prisons, pupil referral units and schools. A record 68% of young people in schools (and 71% of young people in prisons) report improved emotional wellbeing (up from 64% in 2018/19).
- Expanding our Trauma Training for professionals – Khulisa supported 80+ professionals, 100% found training useful and 100% felt prepared to put knowledge they've learnt into practice.
- Piloting a deep, partnership model to prevent youth violence. We led a partnership with Harrow Council to bring wrap-around support for young people to address the main drivers of serious violent crime.
- Improving our financial sustainability – we have grown our income by 5% and diversified our income substantially. Khulisa has also continued to make strategic investments in its organisational capacity to support the implementation of a new strategy, for launch in early 2021.

We are hugely proud of the achievements of our team, particularly over the last 12 months where we have overcome huge challenges in the wake of Covid-19, and are responding well to the surge in demand for mental health and wellbeing services for young people across the UK. We look forward to implementing our learning from this experience into our new strategy for 2021 onwards.

Achievements in 2019/20

Strategic Objective #1 - Scale and deepen programme impact

Between April 2019 and March 2020, Khulisa reached a total of 1,152 young people and professionals across London and the North West of England, working with a total of 30 partner organisations. This includes 232 young people in 14 schools, reached through the delivery of 28 wellbeing programmes. We also supported 116 young people through a combination of mentoring, and 8 wellbeing programmes in 4 prisons. We trained a total of 80+ professionals and adults who work with young people in 12 of our partner organisations and through 37 trauma-informed training sessions. As part of this, Khulisa supported two London schools to implement a whole-school approach to trauma-informed care.

Khulisa's Wellbeing Programmes for Young People

Uniquely, our programmes are delivered by therapeutically qualified professionals. We build the social and emotional skills and wellbeing of young people through a mixture of art and drama-therapy, small group and individual sessions, strength-based and restorative approaches. Crucially, we also provide trauma-informed training for the professionals who work with our young people.

Our programmes are designed to support a broad spectrum of social and emotional skills. Khulisa prioritises the core skills listed below because they provide the foundation for the successful development of other important skills and life outcomes: Resilience, coping skills, emotional regulation and social and emotional wellbeing¹.

¹ We use the following validated scales to measure these core outcomes: The Children's Hope Scale, The Children's Coping Questionnaire, The Emotional Regulation Questionnaire and the Shortened Warwick Edinburgh Mental Wellbeing Scale.

KHULISA DIRECTOR'S REPORT CONTINUED For the year ended 31 March 2020

Our impact in schools

- **68%** of young people reported an increase in social and emotional wellbeing after completing our programme. These young people started the programme with wellbeing levels that were well below national average levels for this age-group² and ended the programme with above average wellbeing levels. Improvements in wellbeing were found to be statistically significant.
- **55%** of young people reported an increase in positive emotional-regulation. These young people started the programme with well below average scores for positive emotional regulation.³ At the end of the programme, their scores were in line with comparative averages. Increases in regulation were found to be statistically significant.
- **72%** of young people reported using the coping skills learnt on our programmes.
- **62%** of young people reported an increase in resilience post-programme. Their resilience scores improved from below available comparative averages for youth before the programme, to above average after the programme⁴. Improvements in resilience were found to be statistically significant.

Our impact in prisons

- **71%** of young people reported improvements in social and emotional wellbeing. These young people started the programme with levels of wellbeing well below national averages, and ended the programme with wellbeing levels in line with national averages.
- **66%** of young people reported improvements in mental wellbeing. Improvements were seen in areas such as improved sleep, concentration levels, reduced signs of anxiety and anger.
- **61%** of young people report an increase in life satisfaction. A person is said to be satisfied with their life if they report a score of 6 or above out of 10 for this measure⁵. Young people started the programme with an average life satisfaction score of 4 out of 10, firmly below this threshold. After the programme, young people reported an average life satisfaction score of 6.

Our impact on professionals

Khulisa made a significant contribution to building the capacity of the sector by delivering Trauma-Informed training and other skills development programmes to prison officers, educators and other professional staff working with vulnerable adults and young people. Data from our in-person training shows that:

- **100%** felt prepared to put the knowledge they learnt into practice
- **99%** improved their understanding of trauma-informed practice
- **97%** increased their knowledge of the impact of trauma
- **88%** improved their knowledge of coping strategies to use when handling difficult situations
- **81%** increased their understanding of the importance of self care
- **77%** felt that the training improved their morale

² NHS Survey for England Data (2011) available at: https://warwick.ac.uk/fac/sci/med/research/platform/wemwbs/using/howto/wemwbs_population_norms_in_health_survey_for_england_data_2011.pdf (Last accessed 19 November 2020).

³Gross, J.J., & John, O.P. (2003). Individual differences in two emotion regulation processes: Implications for affect, relationships, and well-being. *Journal of Personality and Social Psychology*, 85, 348-36

⁴ Riemer, M., Athay, M. M., Bickman, L., Breda, C., Kelley, S. D., & Vides de Andrade, A. R. (2012). The Peabody Treatment Progress Battery: history and methods for developing a comprehensive measurement battery for youth mental health. *Administration and policy in mental health*, 39(1-2), 3–12. <https://doi.org/10.1007/s10488-012-0404-1>

⁵OECD, "Society at a Glance: OECD Social Indicators" (2016) available at: https://www.oecd-ilibrary.org/social-issues-migration-health/society-at-a-glance-2016/life-satisfaction_soc_glance-2016-26-en;jsessionid=vKLzWleSKdhPNH4M3kHZgWZu.ip-10-240-5-60

KHULISA DIRECTOR'S REPORT CONTINUED For the year ended 31 March 2020

Qualitative feedback confirms that our 1 & 2 day training is unique in its: (1) Focus on practical tools and techniques that are “easy to implement with young people”; (2) Interactive delivery (3) decades of practitioner experience which informs the design and delivery of the content.

Strategic Objective #2 Partner for deeper impact

We have remained committed to partnership working for both direct delivery and our influencing work. Notable partnerships this year include:

- 1. A collaborative, multi-partnership approach in Harrow.** In July 2019, Khulisa led the set up of a partnership with three other charities (Ignite, The Wish Centre and Synergy Theatre), Harrow Council and the University of Bedfordshire. This work was funded by the Home Office's Early Intervention Youth Fund and sought to trial collaborative approaches to preventing and reducing the rise in youth violence in the London Borough of Harrow, where youth violence had risen by 40%. The partners worked together to support young people aged 12-14 who were at risk of involvement in crime. We worked with three secondary schools over a 12 month period and collectively we had a range of specialisms which enabled us to meet individual needs and to address the root causes of the children's negative patterns of behaviour. Young people started our programme with a well-being score below the national average (47.5), and completed it above the national average (51) after just three days of intervention. Young people have fed back that participating in this programme helped them; trust other people, care about others, focus more, find their voice, be heard, respect people, grow in confidence and feel nurtured. We know that the higher young people's emotional wellbeing, the more likely they are to stay in education, create positive relationships with peers and trust adults. We know that all of these positive outcomes reduce the likelihood of their involvement with crime.
- 2. Park View School.** In September 2019, Khulisa also began working with Park View, a mixed comprehensive secondary school, based in Tottenham (London Borough of Haringey) with around 800-1000 children. Our aim with this school is to build a sustainable trauma-informed model that sees both young people and staff supported in terms of their wellbeing, with a focus on the most vulnerable young people given equal opportunities to reach their potential. Khulisa first delivered a whole school training session for 160 staff in September 2019, focusing on the benefits of being trauma-informed. At the same time, we also delivered our social and emotional skills development programme for the most vulnerable and behaviourally challenging young people. The outcomes of this partnership are yet to be evaluated but we continue to work collaboratively and plan to replicate this whole-school model to other boroughs in London.
- 3. Recycling Lives.** Recycling Lives is a rehabilitation organisation supporting prisoners to gain employment in the North-West of England. We have partnered to support young men during the final months of their sentences, whilst they engage in employability workshops in preparation for release. This partnership has extended to work across the North-West, including HMP Kirkham, HMP Lancaster Farm and Longridge agency for offenders on Release on Temporary License (ROTL). The partnership began with four mentees at HMP Kirkham, and the initial plan was to deliver a 6 month pilot programme. This was extended beyond the six months due to the positive outcomes achieved, and we have since supported 58 prisoners in total in the North-West. Through this local partnership, we have also established good relationships with statutory and support agencies, such as housing providers.

Strategic Objective #3 Build our evidence-based and speak up to influence Policy & Practice

Khulisa has significantly increased its capacity to influence policy and practice this year. Most notable is the completion of our 3-year involvement with the Youth Empowerment and Innovation Project. This involved working with 18 partners across 7 EU countries to construct and test an innovative policy and practice intervention aimed at preventing radicalisation. During the course of the Youth Empowerment and Innovation Project we engaged with 3,540 individuals in 7 countries aged between 16 and 78 to capture their attitudes

KHULISA DIRECTOR'S REPORT CONTINUED For the year ended 31 March 2020

and knowledge about radicalisation, while violent radicalisation through positive psychology and the application of the Good Lives Model with 354 practitioners and 195 policy makers. The project found that education is key and in fact the most effective tool to help prevent violent youth radicalisation. Through our contribution to the YEIP project, we helped create a range of training, books, and toolkits to help policy makers, both nationally and internationally form more effective policies to tackle violent youth radicalisation. The materials are all available here: <https://yeip.org/>

Other notable policy contributions and involvement in roundtables include:

- Khulisa presented at an Inside Government conference on how our programmes help reduce violence in prisons (August 2019)
- Feeding into sector alliance response to Department of Health Green Paper on prevention (led by Mac UK), Nov 2019
- Three of Khulisa's Youth Advisory Board presented at the Child Poverty Summit, in November 2019. They shared their personal experiences and concerns about the impact of poverty as well as their hopes for a poverty free London.

Strategic Objective #4 Grow income and develop a sustainable business model

We had aimed to raise £850,000 in 19/20 and we eventually raised £766,717 (equivalent to 5% income growth). Whilst this income growth is positive, we are also pleased with the excellent progress we've made in diversifying our income sources: corporate and individual donations are now worth 15% (3% in 18/19) and sales are worth 4% (vs 5% in 18/19) meaning we are now less reliant on Trusts and Foundations (81% vs 92% in 18/19). A key benefit of this more diverse funding base is a growth in the proportion of unrestricted income (46% to 48%).

The Future of Khulisa

In 2021, we will launch our new 3 year strategy. In developing this plan, we have reflected on our key learnings from 2017-2020 and intend to:

- **Do fewer things, even better** - it has become clear as Khulisa has grown that to be most effective as an organisation, we need to focus on our specialisms which will enable us to do fewer things even better. In the future, we will be focusing on delivering two core interventions: developing social and emotional skills in young people (aged 11-25) and training adults in trauma-informed approaches so that they can better support young people.
- **Focus on systemic change** - Positive change can only be sustained if the adults and systems in young people's lives are set up to support them effectively. To be fully effective, we must help young people to build new skills whilst also ensuring the professionals within the education and justice systems are better equipped to meet the needs of all young people in the future. As such, we aspire to only work with young people when we can also work with their peers, parents, carers or other adults in their lives.
- **Build effective, long term partnerships** - good quality, values-aligned delivery partnerships are central to everything we do - particularly if we are to take a systemic approach. We will be far more targeted and selective about the partners we work with in the future to ensure the change we make can be sustainable and long lasting.
- **Refine our policy and influencing strategy** - we will focus on influencing policy and practice at a regional and community level. This is where we know we can bring about the most sustainable change in the fastest time.
- **Continue to adapt and innovate** - we know that our work in supporting the wellbeing of vulnerable young people will be particularly relevant in the post-covid world. We plan to use this opportunity to showcase our expertise, designing adapted programmes to reach even more young people at a time of great need across the UK.

KHULISA
DIRECTOR'S REPORT CONTINUED
For the year ended 31 March 2020

A message of thanks

Whilst the impact of Covid-19 and changes to our programme does not fall within this reporting period, we would be remiss in not mentioning it and how it affects our future. Since the outbreak of Covid-19, Khulisa has transformed our delivery model onto an online platform. Within the first 12 weeks of the lockdown, we had a suite of digital programmes and toolkits which gave young people and the professionals and family who care for them constant access to our resources. Within the first 12 weeks of lockdown, our digital programmes reached 50 young people and over 2,000 professionals (more than double the number of professionals we reached in the preceding twelve months). With the surge in demand for wellbeing support for young people during and after the outbreak of Covid-19, we are working hard to respond to a waiting list of over 160 organisations that require our help.

As ever, delivery of our programme would not be possible without the support of key partners and funders, including local authorities, schools and prisons. We are also members of the Fair Education Alliance, London Youth, Clinks, the SCYJ and various other community groups that promote the wellbeing of vulnerable young people.

We would like to give our heartfelt thanks to our valued donors, partners and commissioners – we hope you see us continuing to realise our shared objectives with passion, positivity and integrity. We would like to recognise our long-standing partnerships with: The Monument Trust, The Esmée Fairbairn Foundation, the Paul Hamlyn Foundation, the Henry Smith Charity, The Rank Foundation, Evan Cornish Foundation, AB Charitable Trust and the Zochonis Charitable Trust. We hope you continue to feel that the growth of our impact, evidence and influence in the sector is our shared success.

Thank you also to our outstanding team of staff, trustees, volunteers and ambassadors - your commitment to our participants, vision and values is the cornerstone of our success and we should all feel justly proud of another impactful year of work.

Cara Cinnamon

Cara Cinnamon

Chief Executive

KHULISA

Note from the Chair of Trustees For the year ended 31 March 2020

Chair's note

Khulisa continues to build its reputation as an effective, evidence-based charity. We consistently demonstrate that when we improve young people's social and emotional wellbeing, we help reduce mental health issues, prevent behavioural difficulties and promote not only academic attainment but lifelong learning and success (Early Intervention Foundation, 2015, OECD, 2020).

As well as our continued support to young people, this year Khulisa has made significant progress in training frontline professionals. This is crucial because frontline professionals often find themselves playing many roles for a young person, ranging from an authority figure to being the closest they have to a primary care-giver. This matters because positive relationships and nurturing support systems are a strong buffer against the effects of trauma and adverse childhood experiences. Positive relationships give young people space to test and develop adaptive coping skills. It is this responsibility that frontline professionals must be aware of and Khulisa is there to help. We support professionals to not only have an understanding of how trauma affects both brain and body, (particularly during childhood and adolescence) but also in developing skills to (1) help young people to regulate their emotions (co-regulation); (2) effectively manage their own wellbeing and resilience, in pursuit of role modelling positive relationships for young people and avoiding the impact of compassion fatigue.

Our work to train professionals is now in high demand and we look forward to expanding our work as a key part of our 2021-24 strategy. In preparation for the launch of this new strategy, Khulisa has matured significantly as an organisation and made strategic investments in its organisational capacity in preparation for expansion, such as:

- Recruitment of a new CEO (Cara Cinnamon), following a long period of succession planning and handover. Cara had been part of Khulisa's Senior Management Team for three years before taking on the CEO role. Cara's expertise in education (and her experience as both a classroom teacher and Chair of Governors) will also serve Khulisa well as we continue to prioritise our preventative work with young people and as we expand our trauma-informed training for professionals.
- Recruitment of a new Director of Partnerships and Programmes, to oversee the partnership strategy and ensure Khulisa is proactively seeking partners with the greatest potential for creating long term, sustainable change
- Launching our longitudinal evaluation of our schools work in partnership with ImpactEd and had our Theory of Change independently verified and validated by the University of Sussex.
- Building our digital and design capabilities, with a new Design and Delivery Manager, and a Digital Manager seconded from the Civil Service, to help Khulisa build blended and digital programmes available anywhere in the UK.

I would like to give my heartfelt thanks to our valued donors, partners and commissioners – we hope you see us continuing to realise our shared objectives with passion, positivity and integrity. Thank you also to our outstanding team of staff, trustees, volunteers and ambassadors – your commitment to our participants, vision and values is the cornerstone of our success and we should all feel justly proud of another impactful year of work.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees on

27 January 2021 and signed by:



Jean-Marc Morel

Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA (A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)

Opinion

We have audited the financial statements of Khulisa (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities (incorporating Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement 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 31 March 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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 trustees are responsible for the 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. 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA (A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)

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' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 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 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 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA
(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

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.



Kevin Fisher BA FCA CTA (Senior Statutory Auditor)
For and on behalf of Myrus Smith
Chartered Accountants and Statutory Auditor

Norman House
8 Burnell Road
Sutton, Surrey
SM1 4BW

27 January 2021

KHULISA

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 March 2020

(Incorporating Income and Expenditure Account)

| | Notes | Unrestricted Funds £ | Restricted Funds £ | 2020 Total Funds £ | 2019 Total Funds £ |
|------------------------------------|-------|----------------------------|--------------------------|-----------------------------|--------------------------|
| Income and endowments from: | | | | | |
| Donations and legacies | 2 | 338,220 | 61,929 | 400,149 | 382,023 |
| Charitable activities | 3 | 30,197 | 336,331 | 366,528 | 348,130 |
| Investments | 4 | 40 | - | 40 | 60 |
| | | <u>368,457</u> | <u>398,260</u> | <u>766,717</u> | <u>730,213</u> |
| Expenditure on: | | | | | |
| Raising Funds | 5 | 73,217 | - | 73,217 | 95,681 |
| Charitable Activities | 6 | 269,426 | 443,837 | 713,263 | 670,120 |
| | | <u>342,643</u> | <u>443,837</u> | <u>786,480</u> | <u>765,801</u> |
| Net income / (expenditure) | 7 | 25,814 | (45,577) | (19,763) | (35,588) |
| Transfers between funds | 14 | - | - | - | - |
| Net movement in funds | | <u>25,814</u> | <u>(45,577)</u> | <u>(19,763)</u> | <u>(35,588)</u> |
| Total funds brought forward | 14 | 122,110 | 116,486 | 238,596 | 274,184 |
| Total funds carried forward | 14 | <u>147,924</u> | <u>70,909</u> | <u>218,833</u> | <u>238,596</u> |

The Statement of Financial Activities includes all recognised gains and losses.

All income and expenditure derives from continuing activities.

The accompanying notes form part of these Financial Statements.

KHULISA
(Company no. 06210432)

BALANCE SHEET
As at 31 March 2020

| | Notes | 2020 | | 2019 | |
|-------------------------------------|-------|----------------|----------------|----------------|----------------|
| | | £ | £ | £ | £ |
| FIXED ASSETS | | | | | |
| Tangible fixed assets | 9 | | 1,877 | | 3,974 |
| CURRENT ASSETS | | | | | |
| Debtors | 10 | 115,863 | | 120,087 | |
| Cash at bank | | <u>140,779</u> | | <u>186,385</u> | |
| | | 256,642 | | 306,472 | |
| CREDITORS | | | | | |
| Amounts falling due within one year | 11 | <u>39,686</u> | | <u>71,850</u> | |
| NET CURRENT ASSETS | | | | | |
| | | | <u>216,956</u> | | <u>234,622</u> |
| NET ASSETS | | | | | |
| | 15 | | <u>218,833</u> | | <u>238,596</u> |
| Represented by: | | | | | |
| Unrestricted Funds | 14 | | 147,924 | | 122,110 |
| Restricted Funds | 14 | | 70,909 | | 116,486 |
| TOTAL FUNDS | | | | | |
| | | | <u>218,833</u> | | <u>238,596</u> |

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accompanying notes form part of these Financial Statements.

Approved by the Board of Trustees on

27 January 2021.



Jean-Marc Morel
Chair

KHULISA

CASH FLOW STATEMENT

For the year ending 31 March 2020

| | 2020 £ | 2019 £ |
|--|-----------------|-----------------|
| Cash flows from operating activities | | |
| Net movement in funds per Statement of Financial Activities | (19,763) | (35,588) |
| Adjustments for: | | |
| Depreciation | 789 | 2,413 |
| Loss/(profit) on disposal of tangible fixed assets | 2,504 | (273) |
| Interest receivable | (40) | (60) |
| (Increase) / decrease in debtors | 4,224 | (13,699) |
| Increase / (decrease) in creditors | (32,164) | 30,237 |
| Net cash provided by / (used in) operating activities | <u>(44,450)</u> | <u>(16,970)</u> |
| Cash flows from investing activities | | |
| Interest received | 40 | 60 |
| Purchase of tangible fixed assets | (1,196) | (5,299) |
| Proceeds from disposal of tangible fixed assets | - | 2,520 |
| Net cash provided by / (used in) investing activities | <u>(1,156)</u> | <u>(2,719)</u> |
| Change in cash and cash equivalents | (45,606) | (19,689) |
| Cash and cash equivalents brought forward | 186,385 | 206,074 |
| Cash and cash equivalents carried forward | <u>140,779</u> | <u>186,385</u> |
| Analysis of cash and cash equivalents | 2020 | 2019 |
| | £ | £ |
| Cash at bank | <u>140,779</u> | <u>186,385</u> |

KHULISA

NOTES TO THE FINANCIAL STATEMENTS

For the year ending 31 March 2020

1 ACCOUNTING POLICIES

a) Basis of accounting

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis and under the historical cost convention. The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Company status

Khulisa is a private company, registered in England and Wales, limited by guarantee, has no share capital and is also a registered charity. In the event of the Company being wound up, each member is liable to contribute an amount not exceeding £1. The address of the registered office is given in the Reference and Administrative Information on page 3.

c) Capital items & depreciation

Office equipment and fixtures and fittings are depreciated using the straight line method over four years. Other Project assets are depreciated over the life of the project, (normally three years) apart from project assets that are fully grant funded, which are written off in the year of purchase. Capital items have a minimum purchase cost of £500.

d) Income

Items of income are recognised in the Statement of financial Activities (SOFA) when all of the following criteria are met:

- The charity is entitled to the funds;
- any performance conditions have been met;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

e) Expenditure

Expenditure is recognised on an accruals basis as soon as there is a legal or constructive obligation committing the charity. Expenditure includes any VAT which cannot be recovered.

Expenditure on raising funds includes those costs incurred on attracting donations and grant funding.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Expenditure is allocated under the principal categories of the SOFA on a basis designed to reflect the use of the resource. Direct costs relating to a particular activity are allocated directly, support costs are allocated on an appropriate basis, e.g. floor areas, per capita or estimated usage.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity. In addition to ongoing Governance costs, one-off costs incurred in connection with building governance capacity are included within Charitable Activities and are in part matched by specific funding.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS

For the year ending 31 March 2020

f) Fund accounting

Restricted funds are funds subject to specific conditions imposed by the donors, or by appeals for specific projects, and the purpose and use of restricted funds is set out in the notes to the financial statements. Designated funds are unrestricted funds which are set aside for specific purposes at the discretion of the Trustees.

The general fund comprises the accumulated surpluses on the SOFA less any funds designated for specific purposes by the Trustees.

g) Pension costs

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS

For the year ending 31 March 2020

| 2 INCOME FROM DONATIONS AND LEGACIES | 2020 | 2019 |
|---|----------------|----------------|
| | £ | £ |
| Core support grants | 387,929 | 358,719 |
| Donations | 12,220 | 23,304 |
| | 400,149 | 387,023 |

Of the £400,149 recognised in 2020 (2019: £387,023), £338,220 (2019: £308,952) related to unrestricted funds and £61,929 (2019: £78,071) related to restricted funds.

| 3 INCOME FROM CHARITABLE ACTIVITIES | 2020 | 2019 |
|---|----------------|----------------|
| | £ | £ |
| Sales of Training | 30,197 | 33,806 |
| Grants | | |
| Face It | 170,179 | 171,698 |
| Silence The Violence (formerly named Prison Delivery) | 54,892 | 73,500 |
| Resettlement: Mentoring | - | 30,000 |
| Resettlement: Community (now integrates Mentoring) | 103,260 | 30,000 |
| Trauma | 5,000 | - |
| Research & Internships | - | 9,126 |
| Leigh Trust | 3,000 | - |
| | 366,528 | 348,130 |

Of the £366,528 recognised in 2020 (2019: £348,130), £30,197 (2019: £33,806) related to unrestricted funds and £336,331 (2019: £314,324) related to restricted funds.

| 4 INCOME FROM INVESTMENTS | 2020 | 2019 |
|----------------------------------|-------------|-------------|
| | £ | £ |
| Bank interest | 40 | 60 |
| | 40 | 60 |

All the income is unrestricted for both years.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2020

5 EXPENDITURE RAISING FUNDS

| | Direct Costs £ | Support Costs £ | 2020 Total £ | 2019 Total £ |
|---|----------------------|-----------------------|--------------------|--------------------|
| Face It | 53,477 | 19,740 | 73,217 | 81,119 |
| Silence the Violence (formerly named Prison Delivery) | - | - | - | 14,562 |
| | 53,477 | 19,740 | 73,217 | 95,681 |

Expenditure on raising funds was entirely unrestricted in both years.

6 EXPENDITURE ON CHARITABLE ACTIVITIES

| | 2020 Direct Costs £ | 2020 Support Costs £ | 2020 Total £ | 2019 Total £ |
|---|------------------------------|-------------------------------|--------------------|--------------------|
| <u>Analysed by activity:</u> | | | | |
| Face It | 201,822 | 67,887 | 269,709 | 248,714 |
| Silence the Violence (formerly named Prison Delivery) | 171,654 | 61,190 | 232,844 | 222,448 |
| Resettlement: Community (including Mentoring) | 168,254 | 42,456 | 210,710 | 198,958 |
| | 541,730 | 171,533 | 713,263 | 670,120 |

Analysed by nature:

| | 2020 £ | 2019 £ |
|---|----------------|----------------|
| Direct Costs | | |
| Delivery staff salaries | 394,631 | 362,207 |
| Facilitator costs | 46,409 | 63,290 |
| Other direct programme costs | 26,940 | 22,283 |
| Assessment and evaluation | 10,850 | - |
| Staff training | 11,553 | - |
| HR & recruitment | 51,347 | 53,720 |
| | 541,730 | 501,500 |
| Support Costs | | |
| Accounting & payroll | 1,710 | 5,251 |
| Office & IT(Business Admin Costs) | 29,424 | 48,321 |
| Premises costs (Rent) | 30,616 | 28,918 |
| Core Staff salaries | 100,540 | 75,585 |
| Governance: Staff Salaries | 5,982 | 7,403 |
| Governance: Audit Fees | 3,000 | 2,520 |
| Governance: Trustee Expenses and Strategy | 261 | 622 |
| | 171,533 | 168,620 |
| | 713,263 | 670,120 |

Of the £713,263 expenditure recognised in 2020 (2019: £670,120), £269,426 (2019: £221,223) was charged to unrestricted funds and £443,837 (2019: £448,897) was charged to restricted funds.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2020

| 7 NET INCOME / (EXPENDITURE) | 2020 | 2019 |
|--|----------------|----------------|
| | £ | £ |
| This is stated after charging/(crediting): | | |
| Depreciation | 789 | 2,413 |
| Loss/(Profit) on disposal of tangible fixed assets | 2,504 | (273) |
| Operating lease rentals | 30,616 | 28,918 |
| Auditor's remuneration – Audit services | 3,000 | 2,520 |
| | 3,000 | 2,520 |
| | | |
| 8 STAFF COSTS | £ | £ |
| Salaries | 493,835 | 451,863 |
| Employer's National Insurance | 29,095 | 45,461 |
| Employer's Pension Costs | 39,637 | 22,874 |
| | 562,567 | 526,198 |
| | | |
| | 2020 | 2019 |
| | No. | No. |
| Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 were as follows: | | |
| £60,000 - £70,000 | 0 | 1 |
| | | |
| Total employee benefits of key management personnel | 212,669 | 240,535 |
| | | |
| Under FRS 102, employee benefits includes gross salary, employer's NIC and employer's pension contributions | | |
| | 2020 | 2019 |
| | No. | No. |
| Average number of staff based on full-time equivalents | 13.0 | 12.0 |
| | | |
| Average monthly number of staff | 14.0 | 13.0 |

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NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2020

9 FIXED ASSETS

| | 2020 £ | 2019 £ |
|------------------------|--------------|--------------|
| Cost | | |
| At 1 April 2019 | 9,654 | 7,155 |
| Disposals in year | (7,694) | (2,800) |
| Additions in year | 1,196 | 5,299 |
| At 31 March 2020 | <u>3,156</u> | <u>9,654</u> |
| Depreciation | | |
| At 1 April 2019 | 5,680 | 3,335 |
| Charge for the year | 789 | 2,413 |
| Eliminated on disposal | (5,190) | (553) |
| At 31 March 2020 | <u>1,279</u> | <u>5,680</u> |
| Net book value | | |
| At 31 March 2020 | <u>1,877</u> | <u>3,974</u> |

10 DEBTORS

| | 2020 £ | 2019 £ |
|--------------------------------|----------------|----------------|
| Trade debtors | 32,450 | 5,719 |
| Other debtors | 500 | 500 |
| Prepayments and accrued income | 82,913 | 113,868 |
| | <u>115,863</u> | <u>120,087</u> |

11 CREDITORS

| Amounts falling due within one year | 2020 £ | 2019 £ |
|-------------------------------------|---------------|---------------|
| Deferred income | 2,434 | - |
| Trade creditors | 6,910 | 6,930 |
| Accrued expenses | 8,767 | 16,896 |
| Social security and other taxes | 21,575 | 48,024 |
| | <u>39,686</u> | <u>71,850</u> |

Deferred income relates to contracts for which the income is received in advance of the services to be provided.

KHULISA

NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2020

12 RELATED PARTY TRANSACTIONS

No trustee received remuneration in 2019-20 or 2018-19. The total cost of Board activity in 2019-20 was £3,293 (£3,142 in 2018-19). £9 in expenses was reimbursed to 1 trustee in 2019-20 (Nil in 2018-19).

| | 2020 | 2019 |
|---|------|------|
| Unrestricted donations from related parties | £300 | £300 |

13 TAXATION

No Corporation tax has been provided in these financial statements because the company, a registered charity, is within the exemption granted by Part 11 of the Corporation Tax Act, 2010.

14 MOVEMENT IN FUNDS

| | Opening Balance 1 Apr 2019 £ | Income £ | Expenditure £ | Transfers between funds £ | Closing Balance 31 Mar 2020 £ |
|---------------------------------|------------------------------------|----------------|------------------|------------------------------|-------------------------------------|
| RESTRICTED FUNDS | | | | | |
| Early Intervention Pathway | 66,429 | 170,179 | 198,844 | - | 37,764 |
| Resettlement Pathway | 28,471 | 103,260 | 112,424 | - | 19,307 |
| Rehabilitation Pathway | 21,586 | 54,892 | 62,640 | - | 13,838 |
| Trauma – Matrix Chambers | - | 5,000 | 5,000 | - | - |
| Leigh Trust | - | 3,000 | 3,000 | - | - |
| Henry Smith | - | 45,000 | 45,000 | - | - |
| BSBT | - | 16,929 | 16,929 | - | - |
| Total Restricted Funds | 116,486 | 398,260 | 443,837 | - | 70,909 |
| UNRESTRICTED FUNDS | | | | | |
| General fund | 122,110 | 368,457 | 342,643 | - | 147,924 |
| Total Unrestricted Funds | 122,110 | 368,457 | 342,643 | - | 147,924 |
| Total Funds | 238,596 | 766,717 | 786,480 | - | 218,833 |

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NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2020

14 MOVEMENT IN FUNDS / Cont.

Comparative information for the movement in funds is as follows:

14 MOVEMENT IN FUNDS

| | Opening Balance 1 Apr 2018 | Income | Expenditure | Transfers between funds | Closing Balance 31 Mar 2019 |
|--|----------------------------------|----------------|----------------|-------------------------------|-----------------------------------|
| | £ | £ | £ | £ | £ |
| RESTRICTED FUNDS | | | | | |
| Early Intervention Pathway | 104,486 | 171,698 | 209,755 | - | 66,429 |
| Research and Internships | 9,557 | 9,126 | 18,683 | - | - |
| Resettlement Pathway | 14,513 | 60,000 | 46,042 | - | 28,471 |
| Rehabilitation Pathway | 23,632 | 73,500 | 75,546 | - | 21,586 |
| Monitoring and Evaluation Development | 20,800 | - | 20,800 | - | - |
| Henry Smith | - | 50,000 | 50,000 | - | - |
| BSBT | - | 28,071 | 28,071 | - | - |
| Total Restricted Funds | 172,988 | 392,395 | 448,897 | - | 116,486 |
| UNRESTRICTED FUNDS | | | | | |
| General fund | 101,196 | 337,818 | 316,904 | - | 122,110 |
| Total Unrestricted Funds | 101,196 | 337,818 | 316,904 | - | 122,110 |
| Total Funds | 274,184 | 730,213 | 765,801 | - | 238,596 |

Early Intervention Pathway – Funds provided to Khulisa are committed to delivering Silence the Violence/Face It programmes in schools and community settings for 11-18 year olds at risk of gang violence and school exclusion who may or may not already be in contact with the police and youth offending services.

Research and Internships – Funds provided to provide admin support and research theories.

Resettlement and Rehabilitation Pathways – Funds provided to Khulisa to provide services for those recently released back into the community after prison. – Rehabilitation is Silence the violence

Monitoring and Evaluation Development – Funds provided are committed to supporting the delivery and development of Khulisa's programmes along with our overall monitoring and evaluation processes.

Henry Smith – Funds provided to support the expansion of our prison delivery and mentoring of people who are preparing to be released from prison

BSBT (Building a Stronger Britain Together) – Funds provided to deliver programmes to support young people who are vulnerable to extremism.

Trauma – Funds from Matrix Chambers for the delivery of trauma training.

Leigh Trust – Funds to support the delivery of our prisoner rehabilitation programme and our through-the-gate mentoring programme.

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NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2020

15 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

| | 2020 Unrestricted £ | 2020 Restricted £ | 2020 Total £ |
|---------------------------------------|---------------------------|-------------------------|--------------------|
| Fixed assets | | | |
| Tangible fixed assets | 1,877 | - | 1,877 |
| Current assets | | | |
| Debtors | 23,670 | 92,193 | 115,863 |
| Cash at bank | 140,779 | - | 140,779 |
| | 164,449 | 92,193 | 256,642 |
| Liabilities | | | |
| Creditors falling due within one year | 18,402 | 21,284 | 39,686 |
| | 18,402 | 21,284 | 39,686 |
| Net Assets | 147,924 | 70,909 | 218,833 |

Comparative information for the net assets between funds is as follows:

| | 2019 Unrestricted £ | 2019 Restricted £ | 2019 Total £ |
|---------------------------------------|---------------------------|-------------------------|--------------------|
| Fixed assets | | | |
| Tangible fixed assets | 3,974 | - | 3,974 |
| Current assets | | | |
| Debtors | 28,290 | 91,797 | 120,087 |
| Cash at bank | 147,326 | 39,059 | 186,385 |
| | 175,616 | 130,856 | 312,462 |
| Liabilities | | | |
| Creditors falling due within one year | 57,480 | 14,370 | 71,850 |
| | 57,480 | 14,370 | 71,850 |
| Net Assets | 102,110 | 116,486 | 238,596 |

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NOTES TO THE FINANCIAL STATEMENTS

For the year ending 31 March 2020

16 CONTINGENT ASSETS

The total grant funding awarded to the charity in respect of multi-year grants but not recognised as income amounts to £492,856 as at 31 March 2020 (2019: £705,844). These funds will be recognised in accordance with agreed budgets and specified or implied timeframes.

17 OPERATING LEASE COMMITMENTS

At 31 March 2020, the total minimum payments due under non-cancellable operating lease agreements amounted to £9,888 (2019: £7,656). These payments fall due within one year.

18 SUPPORTERS AND DONORS

Everyone involved in all of Khulisa's projects would like to thank all those who have supported our work over the past year.

BCBN
Charles Hayward Foundation
Children In Need
Ellis Campbell Foundation
Esmée Fairbairn
Evan Cornish Foundation
Henry Smith Charity
Home Office
John Ellerman Foundation
John Lyon's Charity
Matrix Chambers
Monument Trust
MOPAC
Nesta
Paul Hamlyn Foundation
Sir John Cass's Foundation
Southall Trust
Sue and Sandy Arbuthnot
St James's Place Charitable Foundation
The Goldsmiths' Company
The Grocers' Company
The Mercers' Company
The Noel Buxton Trust
The Vintners' Company
Zochonis Foundation