



**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
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**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 804 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 804 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 wellbeing<sup>1</sup>.

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<sup>1</sup> 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-group<sup>2</sup> 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.<sup>3</sup> 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 programme<sup>4</sup>. 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 measure<sup>5</sup>. 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

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<sup>2</sup> 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](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).

<sup>3</sup>Gross, 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

<sup>4</sup> 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>

<sup>5</sup>OECD, "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](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](http://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

27 January 2021

Norman House  
8 Burnell Road  
Sutton, Surrey  
SM1 4BW

## 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 £
<b>Income and endowments from:</b>					
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>
<b>Expenditure on:</b>					
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>
<b>Net income / (expenditure)</b>	7	<b>25,814</b>	<b>(45,577)</b>	<b>(19,763)</b>	<b>(35,588)</b>
Transfers between funds	14	-	-	-	-
<b>Net movement in funds</b>		<u><b>25,814</b></u>	<u><b>(45,577)</b></u>	<u><b>(19,763)</b></u>	<u><b>(35,588)</b></u>
Total funds brought forward	14	122,110	116,486	238,596	274,184
<b>Total funds carried forward</b>	14	<u><b>147,924</b></u>	<u><b>70,909</b></u>	<u><b>218,833</b></u>	<u><b>238,596</b></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 £
<b>Cash flows from operating activities</b>		
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
<b>Net cash provided by / (used in) operating activities</b>	<b>(44,450)</b>	<b>(16,970)</b>
<b>Cash flows from investing activities</b>		
Interest received	40	60
Purchase of tangible fixed assets	(1,196)	(5,299)
Proceeds from disposal of tangible fixed assets	-	2,520
<b>Net cash provided by / (used in) investing activities</b>	<b>(1,156)</b>	<b>(2,719)</b>
<b>Change in cash and cash equivalents</b>	<b>(45,606)</b>	<b>(19,689)</b>
Cash and cash equivalents brought forward	186,385	206,074
<b>Cash and cash equivalents carried forward</b>	<b>140,779</b>	<b>186,385</b>
<b>Analysis of cash and cash equivalents</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Cash at bank	140,779	186,385

**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
	<b>400,149</b>	<b>387,023</b>

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	-
	<b>366,528</b>	<b>348,130</b>

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
	<b>40</b>	<b>60</b>

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
	<b>53,477</b>	<b>19,740</b>	<b>73,217</b>	<b>95,681</b>

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
	<b>541,730</b>	<b>171,533</b>	<b>713,263</b>	<b>670,120</b>

#### Analysed by nature:

	2020 £	2019 £
<b>Direct Costs</b>		
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
	<b>541,730</b>	<b>501,500</b>
<b>Support Costs</b>		
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
	<b>171,533</b>	<b>168,620</b>
	<b>713,263</b>	<b>670,120</b>

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

#### 8 STAFF COSTS

£

£

Salaries	493,835	451,863
Employer's National Insurance	29,095	45,461
Employer's Pension Costs	39,637	22,874
	<b>562,567</b>	<b>526,198</b>

Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 were as follows:	2020 No.	2019 No.
--	-------------	-------------

£60,000 - £70,000	0	1
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Total employee benefits of key management personnel	212,669	240,535
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Under FRS 102, employee benefits includes gross salary, employer's NIC and employer's pension contributions

2020  
No.

2019  
No.

Average number of staff based on full-time equivalents	13.0	12.0
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Average monthly number of staff	14.0	13.0
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## KHULISA

### NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2020

#### 9 FIXED ASSETS

	2020 £	2019 £
<b>Cost</b>		
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	3,156	9,654
<b>Depreciation</b>		
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	1,279	5,680
<b>Net book value</b>		
At 31 March 2020	1,877	3,974

#### 10 DEBTORS

	2020 £	2019 £
Trade debtors	32,450	5,719
Other debtors	500	500
Prepayments and accrued income	82,913	113,868
	115,863	120,087

#### 11 CREDITORS

	2020 £	2019 £
Amounts falling due within one year		
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
	39,686	71,850

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

**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 £
<b>RESTRICTED FUNDS</b>					
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	-	-
<b>Total Restricted Funds</b>	<b>116,486</b>	<b>398,260</b>	<b>443,837</b>	<b>-</b>	<b>70,909</b>
<b>UNRESTRICTED FUNDS</b>					
General fund	122,110	368,457	342,643	-	147,924
<b>Total Unrestricted Funds</b>	<b>122,110</b>	<b>368,457</b>	<b>342,643</b>	<b>-</b>	<b>147,924</b>
<b>Total Funds</b>	<b>238,596</b>	<b>766,717</b>	<b>786,480</b>	<b>-</b>	<b>218,833</b>

**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
	£	£	£	£	£
<b>RESTRICTED FUNDS</b>					
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	-	-
<b>Total Restricted Funds</b>	<b>172,988</b>	<b>392,395</b>	<b>448,897</b>	<b>-</b>	<b>116,486</b>
<b>UNRESTRICTED FUNDS</b>					
General fund	101,196	337,818	316,904		122,110
<b>Total Unrestricted Funds</b>	<b>101,196</b>	<b>337,818</b>	<b>316,904</b>	<b>-</b>	<b>122,110</b>
<b>Total Funds</b>	<b>274,184</b>	<b>730,213</b>	<b>765,801</b>	<b>-</b>	<b>238,596</b>

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.

## KHULISA

### 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 £
<b>Fixed assets</b>			
Tangible fixed assets	1,877	-	1,877
<b>Current assets</b>			
Debtors	23,670	92,193	115,863
Cash at bank	140,779	-	140,779
	<b>164,449</b>	<b>92,193</b>	<b>256,642</b>
<b>Liabilities</b>			
Creditors falling due within one year	18,402	21,284	39,686
	<b>18,402</b>	<b>21,284</b>	<b>39,686</b>
<b>Net Assets</b>	<b>147,924</b>	<b>70,909</b>	<b>218,833</b>

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

	2019 Unrestricted £	2019 Restricted £	2019 Total £
<b>Fixed assets</b>			
Tangible fixed assets	3,974	-	3,974
<b>Current assets</b>			
Debtors	28,290	91,797	120,087
Cash at bank	147,326	39,059	186,385
	<b>175,616</b>	<b>130,856</b>	<b>312,462</b>
<b>Liabilities</b>			
Creditors falling due within one year	57,480	14,370	71,850
	<b>57,480</b>	<b>14,370</b>	<b>71,850</b>
<b>Net Assets</b>	<b>102,110</b>	<b>116,486</b>	<b>238,596</b>

## **KHULISA**

### **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 Arbutnot

St James's Place Charitable Foundation

The Goldsmiths' Company

The Grocers' Company

The Mercers' Company

The Noel Buxton Trust

The Vintners' Company

Zochonis Foundation