


# Annual Report and Accounts 2024-25



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# **Reference and Administrative Information**

## Reference and Administrative Information

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

## Board of Trustees

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

## Leadership Team

<b>Dr Matt Plen</b>	Chief Executive Officer
<b>Thomas Georgiou</b>	Director of Delivery and Operations

## Professional Advisors

<b>Auditors</b>	Kingston Burrowes Audit Ltd, 308 Ewell Road, Surbiton, Surrey, KT6 7AL
<b>Bankers</b>	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.

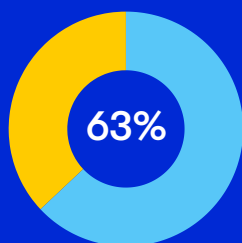
In 2024/25 we delivered Face It 2.0, an enhanced version of the programme developed following input from young people, feedback from school partners and a 'Driving Impact' review with Impetus. Face It 2.0 adds 36 hours of support per young person, additional one-to-one sessions to embed impact, and supplementary 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

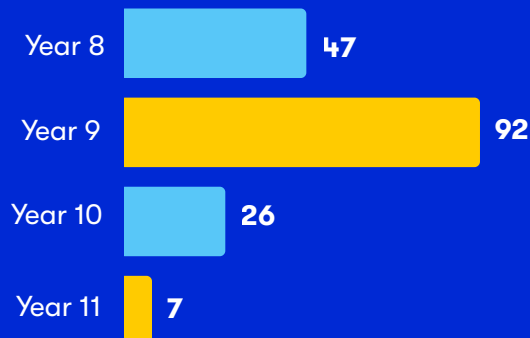


\* 172 completed our flagship Face It programme



of young people attended every Face It session

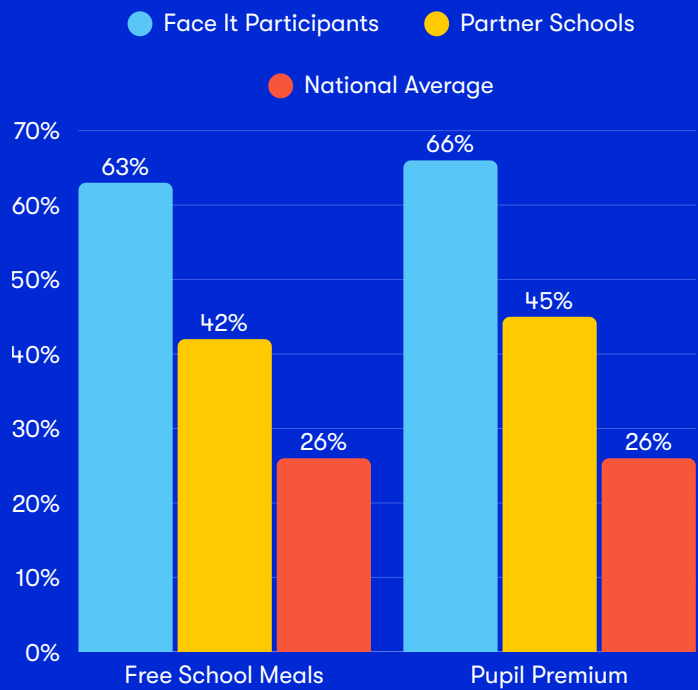
We worked with young people across key stages 3 and 4



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%).



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



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 2023/24<sup>1</sup>. 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 2022/23<sup>2</sup>. Recent DfE research reinforces this pattern, showing a strong association between socioeconomic disadvantage and higher levels of absence<sup>3</sup>.

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 reasons<sup>4</sup>. 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](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](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 escalates<sup>5</sup>.

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 absenteeism<sup>6</sup>.

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.

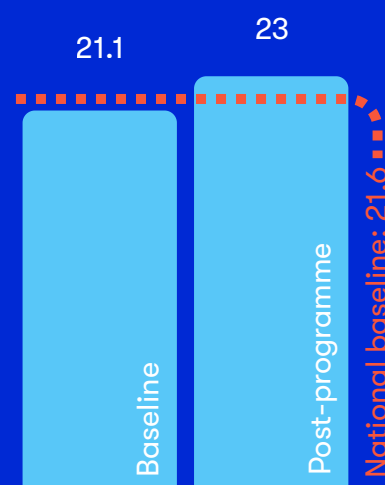
Last year marked a new milestone in our evaluation approach as we began tracking school-engagement data directly via Management Information Systems in pilot schools. While the dataset is still emerging, early findings are highly promising: we observed a **26%** reduction in behaviour points and a **33%**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

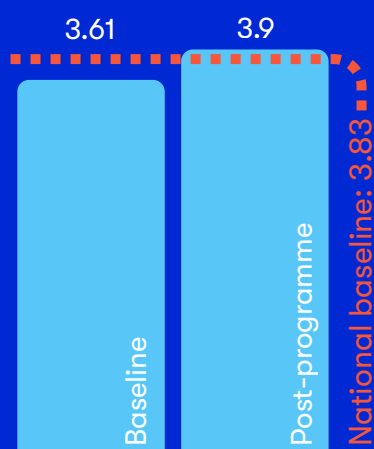


## Wellbeing

- 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)



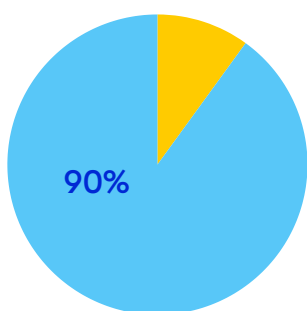
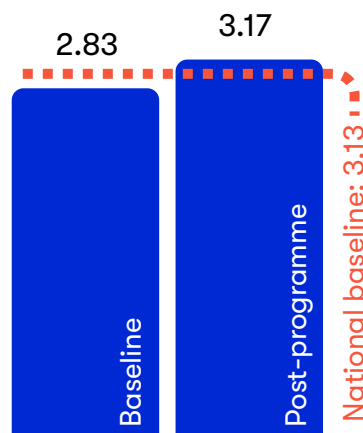
## Resilience



- 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 3.61 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.

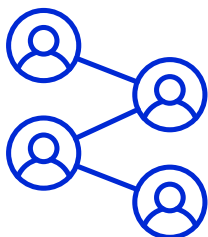




## Adult Learning

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:

**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](http://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 (£)
<b>Income and endowments from:</b>					
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
<b>Expenditure on:</b>					
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
<b>Net income / (expenditure)</b>	7	315,054	(307,226)	7,828	195,010
Transfers between funds	14	(231,380)	231,380	-	-
<b>Net movement in funds</b>	6	83,674	(75,846)	7,828	195,010
Total funds brought forward	14	258,327	75,846	334,173	139,163
<b>Total funds carried forward</b>	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	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	9		5,282		6,824
<b>CURRENT ASSETS</b>					
Debtors	10	18,763		47,502	
Cash at bank		<u>374,124</u>		<u>440,821</u>	
		392,887		488,323	
<b>CREDITORS</b>					
Amounts falling due within one year	11	<u>56,168</u>		<u>160,974</u>	
<b>NET CURRENT ASSETS</b>			<u>336,719</u>		<u>327,349</u>
<b>NET ASSETS</b>	15		<u><b>342,001</b></u>		<u><b>334,173</b></u>
Represented by:					
Unrestricted Funds	14		342,001		258,327
Restricted Funds	14		-		75,846
<b>TOTAL FUNDS</b>			<u><b>342,001</b></u>		<u><b>334,173</b></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 £
<b>Cash flows from operating activities</b>		
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)
<b>Net cash (used in) / provided by operating activities</b>	<u>(73,058)</u>	<u>(69,917)</u>
<b>Cash flows from investing activities</b>		
Interest received	10,551	3,191
Purchase of tangible fixed assets	(4,190)	(2,764)
Proceeds from disposal of tangible fixed assets	-	-
<b>Net cash provided by / (used in) investing activities</b>	<u>6,361</u>	<u>427</u>
<b>Change in cash and cash equivalents</b>	(66,697)	70,344
Cash and cash equivalents brought forward	440,821	370,477
<b>Cash and cash equivalents carried forward</b>	<u>374,124</u>	<u>440,821</u>
<b>Analysis of cash and cash equivalents</b>		
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
	<b>593,334</b>	<b>-</b>	<b>593,334</b>	<b>580,582</b>

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
	<b>18,000</b>	<b>981,096</b>	<b>999,096</b>	<b>615,667</b>

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
	<b>10,551</b>	<b>3,191</b>

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
	<b>190,733</b>	<b>28,153</b>	<b>218,886</b>	<b>162,114</b>

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
	<b>782,005</b>	<b>595,837</b>	<b>1,377,842</b>	<b>859,450</b>

<u>Analysed by nature</u>	<b>2025 £</b>	<b>2024 £</b>
<b>Direct costs</b>		
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	-
	<b>782,005</b>	<b>515,474</b>
<b>Support costs</b>		
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
	<b>595,837</b>	<b>343,976</b>
	<b>1,377,842</b>	<b>859,450</b>

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)

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
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

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
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
	<b>1,251,622</b>	<b>795,337</b>

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

	<b>2025</b>	<b>2024</b>
	<b>No.</b>	<b>No.</b>
£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	<b>1</b>	-

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

## 9. Fixed assets

### Cost

	2025 £	2024 No.
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

	2025	2024
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
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## 10. Debtors

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

## 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
	<b>56,169</b>	<b>160,974</b>

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 £
<b>Restricted funds</b>					
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	-
<b>Total restricted funds</b>	<b>75,846</b>	<b>981,096</b>	<b>1,288,322</b>	<b>231,380</b>	<b>-</b>
<b>Unrestricted funds</b>					
General fund	258,327	623,460	308,406	(231,380)	342,001
<b>Total unrestricted funds</b>	<b>258,327</b>	<b>623,460</b>	<b>308,406</b>	<b>(231,380)</b>	<b>342,001</b>
<b>Total funds</b>	<b>334,173</b>	<b>1,604,556</b>	<b>1,596,728</b>	<b>-</b>	<b>342,001</b>

## 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 £
<b>Restricted funds</b>					
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
<b>Total restricted funds</b>	118,011	542,164	825,500	241,171	75,846
<b>Unrestricted funds</b>					
General fund	21,152	674,410	196,064	(241,171)	258,327
<b>Total unrestricted funds</b>	21,152	674,410	196,064	(241,171)	258,327
<b>Total funds</b>	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 £
<b>Fixed assets</b>			
Tangible fixed assets	5,282	-	5,282
<b>Current assets</b>			
Debtors	18,763	-	18,763
Cash at bank	331,265	42,859	374,124
	<b>350,028</b>	<b>42,859</b>	<b>392,887</b>
<b>Liabilities</b>			
Creditors falling due within one year	(13,309)	(42,859)	(56,168)
<b>Net assets</b>	<b>342,001</b>	<b>-</b>	<b>342,001</b>

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

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





## **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.

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