

# khulisa

**Khulisa**  
**Report and Financial Statements**  
**For the year ended**  
**31 March 2021**

**Charity number**  
**England: 1120562**  
**Company number: 6210432**

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**KHULISA**  
**(A company limited by guarantee)**

**Report and Financial Statements**  
**For the year ended 31 March 2021**

<b>Contents</b>	<b>Page</b>
Reference and Administrative Information	2
Report of the Board of Trustees	3-15
Independent Auditors' Report	16-18
Statement of Financial Activities	19
Balance Sheet	20
Cash Flow Statement	21
Notes Forming Part of the Financial Statements	22-30

**KHULISA  
TRUSTEES' REPORT  
For the year ended 31 March 2021**

**Reference and Administrative Information**

Charity registration number: England and Wales: 1120562  
Company registration number: 6210432  
Registered office address: 32 Cubitt Street, King's Cross, London, WC1X 0LR

**Board of Trustees**

Jean-Marc Morel (Treasurer and Chair from 23 December 2020)

Philippa Frankl

A Y Thorat – resigned 3 September 2020

Jonathan D Bines

Sharon Kalsy

Shivonne Graham (Interim Chair to 23 December 2020)

Rob Dickinson

James Fornara – appointed 18 December 2020

Dami Solebo – appointed 18 December 2020

Adrienne Sanders – appointed 18 December 2020

Daniel Morris – appointed 18 December 2020

**Company Secretary**

Iman Haji

**Leadership Team**

Cara Cinnamon

Lisa Rowles

Damian Castello

Ellie Johnson

Jodie Wickers

Tara Bashir

Chief Executive Officer

Director of Design & Innovation

Director of Delivery until September 2020

Director of Fundraising & Operations

Director of Programmes & Partnerships from December 2020

Director of Finance & Operations from March 2021

**Auditors**

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

**Bankers**

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

**KHULISA**  
**TRUSTEES' REPORT**  
**For the year ended 31 March 2021**

**Structure & Governance**

Khulisa is a limited company by guarantee, a registered charity in England and Wales and is governed by its Memorandum and Articles of Association. We were incorporated in 2007, having originated in South Africa. Khulisa brings new dynamism and unique models of social impact to the criminal and social justice sectors. Programmes tested in extremely fragile and challenging social/financial environments have provided innovative and effective solutions to addressing crime and violence in the UK.

Khulisa has a Board of Trustees with 10 current members: Jonathan Bines, Jean-Marc Morel, Shivonne Graham, Dr Sharon Kalsy, James Fornara, Dami Solebo, Philippa Frankl, Daniel Morris, Adrienne Sanders and Rob Dickinson. Trustees are recruited through an open and transparent process and can be elected by a majority vote of the Trustees at any regular meeting. Trustees are appointed for a 3-year term with a limit of 2 consecutive terms served. Trustees receive a full-induction with the Chair, Deputy-Chair, CEO and other members of the leadership team to include a background to organisation, programmes and impact alongside their legal financial responsibilities as trustees.

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

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

As of March 31, 2021, Khulisa had 12 staff members (full and part-time) based in London and Manchester. Programme delivery is managed by staff and supported by circa 15 free-lance facilitators who are trained in our programme methodologies and curriculum and live close to our delivery locations.

**Meeting the Public Benefits Requirements of the Charities Act 2011**

Our Mission is to break the cycle of crime and violence by helping people to change their lives.  
Our Vision is a society where young people have a voice and are empowered to live healthy, crime-free lives

Our Values are:

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

**KHULISA  
TRUSTEES' REPORT  
For the year ended 31 March 2021**

We believe that the public benefits we deliver are:

- Providing offenders, ex-offenders and young people at risk of social exclusion with programmes and support that helps them in their rehabilitation, desistance from crime and violence, and (re)integration into their families and communities
- Improving the life chances of offenders, ex-offenders and young people at risk of social exclusion
- Reducing violence and aggression in prisons, schools and communities
- Reducing victimisation – especially victims of violence
- Cutting crime

In reviewing Khulisa's aims and objectives as outlined in our 2017-2020 Strategic Plan, the Trustees paid due regard to the Charity Commission's guidance on public benefit to inform what activities the charity should undertake.

**Objectives & Activities**

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

Our objectives are outlined in full in the CEO report.

**Financial Review**

We grew our income from £766,717 in 2019-20 to £900,692 in 2020-21 which was a 17% increase on the previous financial year. Our expenditure dropped from £786,480 to £599,347 which was due to the impact of lockdowns on delivery.

Restricted income for the year was £425,742 (2020: £398,260) and unrestricted income was £474,950 (2020: £368,457). The charity received unrestricted grants and donations totalling £432,759 (2020: £338,220).

The total net surplus for the year of £301,345 was comprised of £200,362 surplus on unrestricted funds and £100,983 surplus on restricted funds.

The Balance Sheet as at 31st March 2021 showed cash balances of £484,929 (2020: £140,779) and net assets of £520,178 (2020: £218,833). This is represented by unrestricted funds amounting to £333,487 (2020: £147,924) and restricted funds of £186,691 (2020: £70,909).

Unrestricted reserves as at 31st March 2021 were £333,487 which exceeded Khulisa's reserves target of 3 months future running costs.

A delay in full delivery in quarters 1 and 2 due to the pandemic, led to a higher than usual carry forward this financial year. This was compounded by funding commitments expected to land in the following financial year, being recognised before March 31, 2021

**Khulisa Risk Management Framework**

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

**KHULISA  
TRUSTEES' REPORT  
For the year ended 31 March 2021**

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

Categor	Ri sk #	Risk description	Likel hood	Impa ct	Rating	Contingency / action	Responsib le officer(s)	Review date
Financial	1	Risk to positive cashflow during the year	1	3	3	<ul style="list-style-type: none"> <li>New cash flow template in use and confirms positive position</li> <li>Extra resources are being brought in to support fundraising in 21/22 (interim Bid writer)</li> </ul>	Director of Fundraising and Operations	Monthly
	2	Risk of not raising sufficient unrestricted funding to meet our reserves policy	1	3	3	<ul style="list-style-type: none"> <li>Projects health surplus into 21/22</li> <li>Reserves policy to be revised.</li> </ul>		Monthly
	3	Risk of not being able to forecast and reconcile financial information accurately	2	3	6	<ul style="list-style-type: none"> <li>Transition to new accounting system, complete</li> <li>New monthly reporting processes in place</li> <li>Director Finance &amp; Ops begins Mar' 2021</li> <li>Actions against 19/20 audit outcomes underway.</li> </ul>		Monthly
Operatio nal	4	Risk of exploitation of Khulisa's IP, due to our AF model and now, our digital programmes.	2	2	4	<ul style="list-style-type: none"> <li>Legal provider confirmed and brief agreed. In meantime: AFs to sign NDAs</li> <li>New DPO to be appointed</li> </ul>	CEO	Monthly
	5	Risk of breaches to data protection regulations.	1	2	2	<ul style="list-style-type: none"> <li>GDPR Audit complete - - recommended actions to be taken.</li> </ul>	Director of Fundraising & Operations	Quarterly
People and Culture	6	Risk of high staff turnover	1	2	2	<ul style="list-style-type: none"> <li>No further turnover expected</li> <li>Extensive recruitment underway - particularly in delivery team and to expand AF pool</li> <li>People and Performance WG established</li> </ul>	CEO	Monthly

**KHULISA**  
**TRUSTEES' REPORT**  
**For the year ended 31 March 2021**

People and Culture	7	Risk of poor staff performance and/or ineffective management of poor performance	1	2	2	<ul style="list-style-type: none"> <li>• People and Performance WG established</li> <li>• Objective setting for 2021 complete</li> <li>• KPI and operational plan to track performance in place (monthly)</li> </ul>	CEO	Monthly
	8	Risk of poor staff wellbeing and burnout	2	2	4	<ul style="list-style-type: none"> <li>• Impact Covid-19 now lessening with easing of restrictions.</li> <li>• 2021 onwards has improved delivery planning - delivery capacity is reasonable for each staff member.</li> <li>• Number of wellbeing initiatives deployed.</li> </ul>		Monthly
	9	Risk of not meeting output targets	2	2	4	<ul style="list-style-type: none"> <li>• YP and professionals delivery progressing well and on/above target</li> <li>• Prisons-work is the remaining risk - new digital programme of work is underway</li> <li>• Funder expectations managed well</li> <li>• New KPI dashboard and regular KPI review meetings now show up issues sooner and enable swift mitigation</li> </ul>	Director of Partnerships and Programmes	Monthly
Impact	10	Risk of not meeting outcomes targets	1	3	3	<ul style="list-style-type: none"> <li>• Quarterly learning reviews led by Head of Evidence and Impact, to be attended by Board + Team</li> <li>• To set up a programmatic committee for the board (by June 2021)</li> </ul>		Monthly
	11	Risk of participant, facilitator, volunteer or member of the public being harmed during (or as a result of) engaging in our programmes.	1	2	2	<ul style="list-style-type: none"> <li>• New safeguarding policy and risk assessment template has been designed for F2F work during Covid</li> <li>• New safeguarding policy has been designed for digital working (and vetted by NSPCC consultants).</li> </ul>		Quarterly

**KHULISA**  
**TRUSTEES' REPORT**  
**For the year ended 31 March 2021**

						<ul style="list-style-type: none"> <li>Continual support and review of team competency and safety to be delivering (i.e. through supervision, line management meetings)</li> </ul>		
	12	Risk of corruption or misconduct - between participants and/or between staff and participants.	1	3	3	<ul style="list-style-type: none"> <li>DBS checks up to date.</li> <li>No volunteers involved in programme delivery</li> <li>Safeguarding training to take place Jan 2021</li> </ul>		Monthly

### Reserves Policy

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

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

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

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

The organisation's current target is to create a reserve fund of **£212,500**, based on £850,000 target income for 2021/22. Unrestricted general funds at 31 March 2021 were **£333,487**.

The pandemic impacted how we put our funds to use. Many funders whose donations were restricted, released the restrictions on a temporary basis to allow for core support. A large reduction in the delivery of in person funding in the first two quarters of the year, also meant that much of our restricted funds for business as usual expenditure came in later in the financial year, leading to a heavier carry forward than usual.



**KHULISA**  
**TRUSTEES' REPORT**  
**For the year ended 31 March 2021**

The reduction of expenditure in the first half of 2020/21, and build up of funds later in the year to steady our future position, also increased our unrestricted carry forward as we braced for further economic hardship. This was compounded by several large unrestricted grants, expected to be received the following financial year, being awarded within the reporting period. In this anomaly year, our carry forward was disproportionately affected and has been allocated through the following financial year, in keeping with our charitable and donor commitments.

**Statement of Trustees' Responsibilities**

The trustees (who are also directors of Khulisa for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**KHULISA**  
**TRUSTEES' REPORT**  
**For the year ended 31 March 2021**

**Chief Executive's Report for Year Ending 2020 - 21**

**Introduction**

Khulisa continues to be known for putting wellbeing at the heart of rehabilitation; increasing wellbeing, ensuring educational inclusion and reducing violence and re-offending. At the beginning of the financial year 2020 - 2021, the Covid-19 pandemic caused extreme disruption. Closure of schools and prisons restricted our capacity to deliver our programmes, and we lost c. 25% of our forecast income for the year, largely in commercial revenues.

In response, Khulisa suspended the launch of its new 3 year strategy in order to focus on crisis response efforts under our *'Survive and Thrive Plan'*, which laid out target-led measures to keep the charity stable, and to maintain support wherever possible to our beneficiaries. We reduced our projected spend for the year by 25%, and furloughed 75% of the staff team while we worked to adapt our programmes and relevant safeguarding initiatives to be appropriate for online delivery.

The highlights from this year, include:

- **Moving quickly to create a response plan to the pandemic;** The *'Survive and Thrive'* interim plan was developed in collaboration with delivery partners around where user needs could best be met.
- **Rapidly transforming our programmes to be delivered online** in response to school, prison and community-setting closures following the Covid-19 lockdown measures. We developed an entirely new suite of digital programmes and tools which could be delivered remotely using online platforms.
- **Increasing our reach to young people;** Khulisa supported 657 young people through our interventions in pupil referral units, schools and the community (up from 232 in 2019/20).
- **65% of young people in schools reported improved resilience, emotional regulation and coping skills while 63% reported improved emotional wellbeing.** The data we collected against our digital programmes was adapted to the adjusted way of delivery, and we are using the data, which shows promising findings, to develop our future digital interventions.
- **Piloting a project embedding social emotional learning onto the curriculum at a school in Manchester,** reaching 501 children in years 7 and 8. In a mid-term evaluation conducted three months in the programme, more than half of participants (52%) reported a reduction in their negative self-regulation strategies, and children with SEND reported the biggest improvements in resilience and positive self-regulation skills.
- **Expanding our Trauma Training for professionals** – Khulisa trained 469 adults and caregivers; 94% found training useful and 83% felt prepared to put knowledge they've learnt into practice. **We supported a further 2,566 professionals** through our online toolkits.
- **Piloted our first 6 week programme for parents of young people at risk of criminal involvement and school exclusion.** We reached 95 parents through webinars and face-to-face delivery.
- Of the parents that completed an evaluation form, **95% reported an improvement in their understanding of how stress and conflict can impact behaviour**, 80% reported an improvement in their self-awareness and understanding of resilience.
- **Adapted our income model to respond to the crisis**, reinstating a stable financial position by the end of the 2<sup>nd</sup> quarter following a risk to our cashflow at the beginning of the year as a result of the pandemic.

**KHULISA  
TRUSTEES' REPORT  
For the year ended 31 March 2021**

- **Continued to diversify our income model** following the loss of a significant proportion of our commercial income due to the pandemic.
- **Developed our new 2021-2024 strategy**, ready for public launch in early 2021.
- **Positioned our team and recruited top sector talent** to drive ambitious scale and growth objectives under our new 2021-2024 year strategy.
- **Onboarded four new trustees** to support our governance objectives, with a focus on people, performance, community delivery and partnerships.
- **Conducted a full GDPR audit** and action plan which scored us at 97% across all areas.

With the strategy launch for the 2020-23 period paused due to the effects of the pandemic, we worked to the short term '*Survive and Thrive*' plan, the tenets of which were to;

- Reach 300 young people
- Reach 200 Adults
- Stabilise our financial position by raising £660,000

The details of the outcomes against these objectives are detailed below.

#### **#1 Reach 300 young people**

Recognising that many young people would suffer through lack of access to schools and youth clubs, we acted quickly to redevelop our Face It schools programme for online delivery, lifting the content and format and adapting it to work on live and pre-recorded video platforms. These live sessions were supplemented by digital toolkits, all designed and led by our team of qualified therapists. We adapted our safeguarding policy to ensure we were delivering safely. We trained our team in the new programme content, style and policy. After a period of rapid testing, with a skeleton team of four (eight of the team were furloughed from April) we began delivering to young people in June 2021. Throughout this period we kept in close contact with our school partners, who were keen to deploy Khulisa's support for both young persons' and adult audiences.

We went through several iterations of the online programmes, consulting with young people and schools and prisons throughout to adapt our delivery in line with their needs. We also designed a series of online toolkits focusing on isolation, anxiety and other pandemic related issues. By August, we had begun delivering summer programmes in schools, and we continued with a blended model of delivery over the rest of the year, increasing or decreasing our dependence on digital delivery depending on the changes to lockdown rules.

#### **Our impact with young people in schools**

In total, we **reached 605 young people through our intensive interventions** (both online and face to face). We reached a further 522 through our online toolkits and another 74 through light touch interventions.

Our outcomes data showed that:

- 67% of young people improved their coping skills
- 63% reported improved wellbeing
- 65% reported improved resilience

**KHULISA**  
**TRUSTEES' REPORT**  
**For the year ended 31 March 2021**

**Our impact with young people in prisons**

Throughout the pandemic, access to prisons has been our greatest challenge, with lockdown restrictions far more limiting than other delivery partners. We worked with ex-offenders in co-creating content for the Humane Justice Book which we launched in February, alongside a podcast series which featured some of our former prison programme attendees. **Half the contributions in this year's publication are from those with lived experience - including essays, poetry and artwork. 100 people attended our online book launch, and 1,600 people downloaded our podcast series.** We reached a further **23 prison residents through printable toolkits** which we distributed through prison workers. The success of the podcast positioned us well to deliver a series of radio shows through National Prison Radio. We kicked this project off in March 2020, for broadcast the following financial year.

**#2 Reach 200 Adults**

Demand for our services for adults through the lockdown surged as professionals and parents, particularly those with vulnerable young people in their charge, adapted to the new lockdown circumstances. We created a specialised suite of products to respond directly to the impact of lockdown which included a Resilience webinar, and activity and sign-posting toolkits on how to manage anxiety and access other support. Having never delivered training or support online to this scale previously, and not knowing how long the lockdown conditions would last, we tempered our potential reach target at 200. In total, **we trained 469 adults in trauma informed ways of working and reached a further 2,566 through online toolkits and webinars.**

Between May and September, we also delivered a series of 3 online 'Safetynet Sessions' to over 80 people, bringing together a diverse group of stakeholders to learn and network, and hear the stories from the frontline of the pandemic from young people, and frontline practitioners, including the Head Teacher of a London PRU.

In January 2021, we delivered our first parenting programme pilot in partnership with Barnet Council, **reaching 95 parents and carers of vulnerable young people.** The success of this programme led to Barnet Council recommissioning a larger programme of work, which we began in September 2021.

The outcomes data from our online training for professionals demonstrated that:

- 90% increased their knowledge of the impact of trauma
- 93% plan to do something differently as a result of the training
- 74% improved their knowledge of coping strategies

The outcomes of our specialised resilience webinar demonstrated:

- 94% of attendees increased their understanding of resilience
- 100% reported using the strategies they learnt to help shift thoughts and feelings to a more resilient state
- 100% planned to make changes based on what they had learned in the webinar

We also **designed and disseminated 520 accompanying toolkits** aimed at helping parents to embed key learning.

**KHULISA  
TRUSTEES' REPORT  
For the year ended 31 March 2021**

**#3 Stabilise our financial position**

Khulisa worked hard in the initial few months of the pandemic to stabilise the financial position of the charity to ensure we could sustain delivery. Around £400,000 in forecast income, largely through commercial sales, was withdrawn as prisons and schools shut down, and in-person programmes could no longer commence. This left a significant hole in our forecast cash flow. To remedy this we moved quickly to furlough the team, cut our forecast expenditure by 25%, and maintained a skeleton staff to oversee the redesign of programmes, fundraising and business as usual operations.

Initially we fundraised for crisis funds, and returned to business-as-usual fundraising from August 2021. Having spent the previous strategic period diversifying our income, we temporarily returned to an emphasis on trusts and foundations as we navigated the crisis period, establishing new relationships with major donors including the National Lottery, Westminster Foundation and City Bridge Trust. We increased our corporate support, through two new major corporate giving schemes, and raised just over £9,000 through an online crisis campaign. We secured one new major individual donor, and partnered with Barnet Council to run a funded pilot.

**Policy Work**

Khulisa continues to build on, and leverage a significant evidence base to inform programme development and evidence the outcomes and efficacy of our work. Over the course of the financial year, our contributions at a policy level include the following:

**Policy responses:**

- Submitted a written response to The Greater London Authority's consultation on their London Recovery Plan.
- Wrote a response to the Criminal Justice Inspectorates report on the Criminal Justice System's response to the pandemic.
- Wrote a response to the Justice Select Committee's final report on Children & Young People in the Youth Justice System after submitting written evidence in 2019/20.
- Submitted a written response to the RSA's Call for Evidence on school exclusions.
- Completed a primer document on the benefits of a whole-school approach for the London VRU after a request for information.
- Wrote a briefing document on the Police, Crime, Sentencing and Courts Bill.

**Books & podcasts:**

- Launched Humane Justice - a collection of essays, poetry and art, that highlight the roles kindness, hope and compassion play, and should play, in the system.
- Launched accompanying Humane Justice podcast.

**Roundtables and meetings:**

- Invited to contribute to Standing Committee for Youth Justice roundtable on Serious Violence Reduction Orders.
- Invited to contribute to roundtable chaired by Rt.Hon. Sarah Jones MP on the Police, Crime, Sentencing and Courts Bill.

**Signed letters:**

- Signed a joint letter addressed to The Prime Minister and The Secretary of State for Education in support of Marcus Rashford's Free School Meals campaign.

Policy work informs a significant part of the new strategy, and in preparation for this we created a new senior officer level role to carry this forward.

**KHULISA  
TRUSTEES' REPORT  
For the year ended 31 March 2021**

**The Impact of Covid-19**

The impact of Covid-19 and the resulting changes to our programmes and operations fell within this reporting period, and given the level of impact to Khulisa's delivery and operations, we would be remiss in not mentioning it and how it affects our ongoing work beyond March 2021.

The team worked to revise our new three year strategy, in light of young people's needs in a post-pandemic world. After wide consultation with key stakeholders, we updated the strategy to emphasise our focus on digital transformation, set up new ways of working more collaboratively with young people to ensure their voice is recognised through the development of our work, and increased working with schools in order to allow access to support and resources for whole school communities. We have piloted a successful programme for parents, and used prison radio, and podcasting, as a new channel to reach prison residents (estimated reach, 70,000 unique listeners), and professionals. We have increased our range of training and resources for adults who regularly interact with young people who have suffered emotional trauma.

Vulnerable young people, who depended on school, and other constructive networks, as support aids to balance turbulent home lives, will have been locked down in harmful environments, increasing their risk of emotional trauma. Similarly, reports from our prison partners told us that prison residents were kept in their cells for up to 23 hours a day. The combined traumatic outcomes of this on those vulnerable people, and their communities, is estimated to be evident in years to come, with increased reoffending, serious ill mental health and disruptive behaviours escalating in response. As a result, the demand for Khulisa's services remains high and we anticipate considerable growth over the coming period as we endeavour to meet this critical need. As such, we have positioned our team to respond, restructuring all three departments, increasing delivery resources, and recruiting top sector talent to support our drive.

**A message of thanks**

We would like to give our heartfelt thanks to our valued donors, partners and commissioners — we hope you see us continuing to realise our shared objectives with passion, positivity and integrity. We would like to recognise our long-standing partnerships with: The Monument Trust, Garfield Weston, Esmee Fairbairn Foundation, the Paul Hamlyn Foundation, the Henry Smith Charity, Sandy and Sue Arbuthnot, The Rank Foundation, Evan Cornish Foundation, Lloyds Foundation, AB Charitable Trust and the Zochonis Charitable Trust. We hope you continue to feel that the growth of our impact, evidence and influence in the sector is our shared success.

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

Elspeth Johnson-Shaw

Interim Chief Executive

**Chair's Note**

Over the course of this financial year, Khulisa has continued to build its reputation as an outcomes and evidence-led charity, putting young people at the heart of its mission to reduce exclusion and reoffending through social and emotional learning. Over the course of the Covid crisis, Khulisa demonstrated dexterity in leadership and delivery, confronting the challenge head-on and exceeding in outcomes against our impact and across operations. The charity emerged from the financial year as a consolidated and unified team, with a new three-year strategy, energised to advance its impact in a range of new ways.

**KHULISA**  
**TRUSTEES' REPORT**  
**For the year ended 31 March 2021**

We made significant progress across digital working, which now forms a key new part of our delivery model. We expanded our training to include parents, as part of our drive to ensure young people have access to the support they need not just in school, but in the home environment too. Pilot programmes in this area have demonstrated exciting outcomes. We took the time to review the needs of vulnerable young people and those who we work with, and care for them, and what best practice support looks like in a post-pandemic world. In light of our findings, we revised our new three-year strategy to respond to these needs, including more intensive, longer term partnerships with schools, growing our youth voice work, rapidly expanding our trauma training for all adults, increasing our reach and impact through digital working, and increasing our policy and advocacy work.

During the pandemic, we know that regardless of background, many vulnerable young people experienced further adversity and emotional hardship as they lost access to constructive networks due to school and club closures. Many were in lockdown in harmful or disrupted backgrounds, without access to appropriate support. Thanks to the support of our partners, we were able to reach 674 of these young people. Many more will have gone without, and the call for support for these young people is critical. We have seen our pipeline of partners increase ten-fold, and in response have rapidly grown our team to respond to this demand. We anticipate continued growth into the next financial year.

To position for growth under our new strategy, ongoing investment into organisational capacity continues with a focus on recruitment and driving for excellence:

- We have created a new Directorship to oversee Programmes and Partnerships, and budgeted for new resources to bring in expertise in digital working, youth engagement and policy work.
- We have undergone full restructure of the Programmes and Partnerships team, and the Evidence and Programme Design function, bringing in new design expertise and ramping up investment in policy working.
- We have recruited four new board members who bring specific skillsets in HR, educational partnership working, community relationships, trauma informed working, policy and growth planning.
- We have overhauled our operations and finance functions to position us for growth, creating a new Director role to lead on root and branch change across compliance, finance management and HR.
- We have embedded social and emotional learning into the school curriculum through a pilot scheme in Manchester, the outcomes against which have been positive and a premise for future delivery in this way.
- We have delivered our first parental working programme and created a podcast series and in-cell radio show series in order to best reach prison residents while access to secure estate remained restricted.
- We have created a new product suite of digital tools and capabilities for both young people and adults, which has significantly increased our reach and impact. The success of this work has underpinned the development of our new app-based learning products.

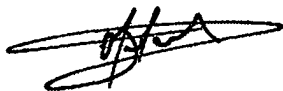
I would like to extend my heartfelt thanks to our valued donors, partners and commissioners, without whom none of this would be achievable. We hope these relationships extend as we grow and scale our impact in keeping with our shared objectives to support some of the UK's most vulnerable young people, reduce exclusion and offending.

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


**KHULISA  
TRUSTEES' REPORT  
For the year ended 31 March 2021**

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

Approved by the Board of Trustees on **9<sup>th</sup> December 2021** and signed by:

A handwritten signature in black ink, appearing to be 'J. Morel', written over a horizontal line.

Jean-Marc Morel  
Chair

A large, faint, stylized watermark or logo, possibly a stylized 'K' or a similar abstract shape, located in the lower right quadrant of the page.



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA  
(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

**Opinion**

We have audited the financial statements of Khulisa (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities (incorporating Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**Other information**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA  
(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

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

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

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

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

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: KHULISA  
(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](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 Myrus Smith  
Chartered Accountants and Statutory Auditor

Norman House  
8 Burnell Road  
Sutton, Surrey  
SM1 4BW

22 December 2021

# KHULISA

## STATEMENT OF FINANCIAL ACTIVITIES For the year ended 31 March 2021 (Incorporating Income and Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	2021 Total Funds £	2020 Total Funds £
<b>Income and endowments from:</b>					
Donations and legacies	2	432,759	48,550	481,309	400,149
Charitable activities	3	41,634	377,192	418,826	366,528
Investments	4	57	-	57	40
Other income		500	-	500	-
		<u>474,950</u>	<u>425,742</u>	<u>900,692</u>	<u>766,717</u>
<b>Expenditure on:</b>					
Raising Funds	5	112,866	-	112,866	73,217
Charitable Activities	6	161,722	324,759	486,481	713,263
		<u>274,588</u>	<u>324,759</u>	<u>599,347</u>	<u>786,480</u>
<b>Net income / (expenditure)</b>	<b>7</b>	<b>200,362</b>	<b>100,983</b>	<b>301,345</b>	<b>(19,763)</b>
Transfers between funds	14	(14,799)	14,799	-	-
<b>Net movement in funds</b>		<u><b>185,563</b></u>	<u><b>115,782</b></u>	<u><b>301,345</b></u>	<u><b>(19,763)</b></u>
Total funds brought forward	14	<b>147,924</b>	<b>70,909</b>	218,833	238,596
<b>Total funds carried forward</b>	<b>14</b>	<u><b>333,487</b></u>	<u><b>186,691</b></u>	<u><b>520,178</b></u>	<u><b>218,833</b></u>

All income and expenditure is derived from continuing activities.

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

The notes form part of these Financial Statements

**KHULISA**  
(Company no. 06210432)

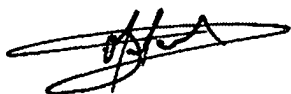
**BALANCE SHEET**  
As at 31 March 2021

	Notes	2021		2020	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	9		10,434		1,877
<b>CURRENT ASSETS</b>					
Debtors	10	62,108		115,863	
Cash at bank		<u>484,929</u>		<u>140,779</u>	
		547,037		256,642	
<b>CREDITORS</b>					
Amounts falling due within one year	11	<u>37,293</u>		<u>39,686</u>	
<b>NET CURRENT ASSETS</b>			<u>509,744</u>		<u>216,956</u>
<b>NET ASSETS</b>	15		<u><b>520,178</b></u>		<u><b>218,833</b></u>
Represented by:					
Unrestricted Funds	14		333,487		147,924
Restricted Funds	14		186,691		70,909
<b>TOTAL FUNDS</b>			<u><b>520,178</b></u>		<u><b>218,833</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 **9<sup>th</sup> December 2021** and signed by:



**Jean-Marc Morel**  
Chair

## KHULISA

### CASH FLOW STATEMENT

For the year ending 31 March 2021

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Net movement in funds per Statement of Financial Activities	301,345	(19,763)
Adjustments for:		
Depreciation	544	789
Loss/(profit) on disposal of tangible fixed assets	344	2,504
Interest receivable	(57)	(40)
(Increase) / decrease in debtors	53,755	4,224
Increase / (decrease) in creditors	(2,393)	(32,164)
<b>Net cash provided by / (used in) operating activities</b>	<b>353,538</b>	<b>(44,450)</b>
<b>Cash flows from investing activities</b>		
Interest received	57	40
Purchase of tangible fixed assets	(9,591)	(1,196)
Proceeds from disposal of tangible fixed assets	146	-
<b>Net cash provided by / (used in) investing activities</b>	<b>(9,388)</b>	<b>(1,156)</b>
<b>Change in cash and cash equivalents</b>	<b>344,150</b>	<b>(45,606)</b>
Cash and cash equivalents brought forward	140,779	186,385
<b>Cash and cash equivalents carried forward</b>	<b>484,929</b>	<b>140,779</b>
<b>Analysis of cash and cash equivalents</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Cash at bank	<b>484,929</b>	<b>140,779</b>

## **KHULISA**

### **NOTES TO THE FINANCIAL STATEMENTS**

**For the year ending 31 March 2021**

#### **1 ACCOUNTING POLICIES**

##### **a) Basis of accounting**

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

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

##### **b) Company status**

Khulisa is a private company, registered in England and Wales, limited by guarantee, has no share capital and is also a registered charity. In the event of the Company being wound up, each member is liable to contribute an amount not exceeding £1. The address of the registered office is given in the Reference and Administrative Information on page 2.

##### **c) Capital items & depreciation**

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

##### **d) Income**

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

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

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

##### **e) Expenditure**

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

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

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

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

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity. In addition to ongoing

**KHULISA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ending 31 March 2021**

Governance costs, one-off costs incurred in connection with building governance capacity are included within Charitable Activities and are in part matched by specific funding.

**f) Fund accounting**

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

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

**g) Pension costs**

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

**2 INCOME FROM DONATIONS AND LEGACIES**

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Core support grants	400,233	48,550	448,783	387,929
Donations	32,526	-	32,526	12,220
	<b>432,759</b>	<b>48,550</b>	<b>481,309</b>	<b>400,149</b>

Of the £400,149 recognised in 2020, £338,220 related to unrestricted funds and £61,929 related to restricted funds.

**3 INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Sales of Training	41,634	-	41,634	30,197
Grants				
Face It	-	296,132	296,132	170,179
Community	-	63,060	63,060	103,260
Silence The Violence	-	18,000	18,000	54,892
Trauma	-	-	-	5,000
Leigh Trust	-	-	-	3,000
	<b>41,634</b>	<b>377,192</b>	<b>418,826</b>	<b>366,528</b>

Of the £366,528 recognised in 2020, £30,197 related to unrestricted funds and £336,331 related to restricted funds.

**4 INCOME FROM INVESTMENTS**

	2021 £	2020 £
Bank interest	57	40
	<b>57</b>	<b>40</b>

All the income is unrestricted for both years.



**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ending 31 March 2021**

**5 EXPENDITURE RAISING FUNDS**

	Direct Costs £	Support Costs £	2021 Total £	2020 Total £
Fund raising costs	88,177	24,689	112,866	73,217
	<b>88,177</b>	<b>24,689</b>	<b>112,866</b>	<b>73,217</b>

Expenditure on raising funds was entirely unrestricted in both years.

**6 EXPENDITURE ON CHARITABLE ACTIVITIES**

	2021 Direct Costs £	2021 Support Costs £	2021 Total £	2020 Total £
<u>Analysed by activity:</u>				
Face It	129,641	90,456	220,097	269,709
Community	60,400	50,863	111,263	210,710
Silence the Violence	59,242	38,988	98,230	232,844
Trauma	33,605	23,286	56,891	-
	<b>282,888</b>	<b>203,593</b>	<b>486,481</b>	<b>713,263</b>

Analysed by nature:

	2021 £	2020 £
<b>Direct Costs</b>		
Delivery staff salaries	232,727	394,631
Facilitator costs	9,670	46,409
Other direct programme costs	12,993	26,940
Assessment and evaluation	18,460	10,850
Staff training	3,367	11,553
HR & recruitment	5,671	51,347
	<b>282,888</b>	<b>541,730</b>
<b>Support Costs</b>		
Core Staff salaries	148,446	100,540
Accounting & payroll	2,661	1,710
Office & IT(Business Admin Costs)	21,348	29,424
Premises costs (Rent)	9,374	30,616
Governance: Staff Salaries	15,704	5,982
Governance: Audit Fees	5,760	3,000
Governance: Trustee Expenses and Strategy	300	261
	<b>203,593</b>	<b>171,533</b>
	<b>486,481</b>	<b>713,263</b>

Of the £486,481 expenditure recognised in 2021 (2020: £713,263), £161,722 (2020: £269,426) was charged to unrestricted funds and £324,759 (2020: £443,837) was charged to restricted funds.

# KHULISA

## NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2021

### 7 NET INCOME / (EXPENDITURE)

2021  
£

2020  
£

This is stated after charging/(crediting):

Depreciation	544	789
Loss/(Profit) on disposal of tangible fixed assets	344	2,504
Operating lease rentals	6,721	30,616
Auditor's remuneration – Audit services	3,060	3,000
Auditor's remuneration – Non - audit services	2,700	-

### 8 STAFF COSTS

2021  
£

2020  
£

Salaries	426,493	493,835
Employer's National Insurance	35,337	29,095
Employer's Pension Costs	30,556	39,637
Redundancy costs	6,998	-
	<b>499,384</b>	<b>562,567</b>

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

2021  
No.

2020  
No.

£60,000 - £70,000

1

0

Total employee benefits of key management personnel

2021  
£

2020  
£

251,178

212,669

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

2021  
No.

2020  
No.

Average number of staff based on full-time equivalents

11

13

Average monthly number of staff

12

14

# KHULISA

## NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2021

### 9 FIXED ASSETS

	2021 £	2020 £
<b>Cost</b>		
At 1 April 2020	3,156	9,654
Additions in year	9,591	1,196
Disposals in year	(980)	(7,694)
At 31 March 2021	<u>11,767</u>	<u>3,156</u>
<b>Depreciation</b>		
At 1 April 2020	1,279	5,680
Charge for the year	544	789
Eliminated on disposal	(490)	(5,190)
At 31 March 2021	<u>1,333</u>	<u>1,279</u>
<b>Net book value</b>		
At 31 March 2021	<u>10,434</u>	<u>1,877</u>

### 10 DEBTORS

	2021 £	2020 £
Trade debtors	7,968	32,450
Other debtors	500	500
Prepayments and accrued income	53,640	82,913
	<u>62,108</u>	<u>115,863</u>

### 11 CREDITORS

	2021 £	2020 £
Amounts falling due within one year		
Trade creditors	21,067	6,910
Social security and other taxes	3,614	21,575
Accrued expenses	9,932	8,767
Deferred income (see below)	2,680	2,434
	<u>37,293</u>	<u>39,686</u>

### Deferred Income

	Balance 1 Apr 2020 £	Additions In year £	Released to income £	Balance 31 Mar 2021 £
Grants and donations	2,434	2,680	(2,434)	2,680

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

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ending 31 March 2021**

**12 RELATED PARTY TRANSACTIONS**

No trustee received remuneration in 2020-21 or 2019-20. The total cost of Board activity in 2020-21 was £299 (£293 in 2019-20). No trustee expense were re-imbursed in 2020-21 (£9 to 1 trustee in 2019-20).

	2021	2020
Unrestricted donations from related parties	£Nil	£300

**13 TAXATION**

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

**14 MOVEMENT IN FUNDS**

	Opening Balance 1 Apr 2020 £	Income £	Expenditure £	Transfers between funds £	Closing Balance 31 Mar 2021 £
<b>RESTRICTED FUNDS</b>					
Face It	37,764	284,132	197,333	-	124,563
Community	19,307	63,060	30,696	-	51,671
Silence The Violence	13,838	18,000	46,637	14,799	-
Barrow Cadbury – Face It	-	12,000	1,543	-	10,457
Matrix Chambers	-	550	550	-	-
Henry Smith	-	40,000	40,000	-	-
Young Harrow Foundation	-	8,000	8,000	-	-
<b>Total Restricted Funds</b>	<b>70,909</b>	<b>425,742</b>	<b>324,759</b>	<b>14,799</b>	<b>186,691</b>
<b>UNRESTRICTED FUNDS</b>					
General fund	147,924	474,950	274,588	(14,799)	333,487
<b>Total Unrestricted Funds</b>	<b>147,924</b>	<b>474,950</b>	<b>274,588</b>	<b>(14,799)</b>	<b>333,487</b>
<b>Total Funds</b>	<b>218,833</b>	<b>900,692</b>	<b>599,347</b>	<b>-</b>	<b>520,178</b>

# NOTES TO THE FINANCIAL STATEMENTS

## For the year ending 31 March 2021

### 14 MOVEMENT IN FUNDS / Cont.

Comparative information for the movement in funds is as follows:

	Opening Balance 1 Apr 2019	Income	Expenditure	Transfers between funds	Closing Balance 31 Mar 2020
	£	£	£	£	£
<b>RESTRICTED FUNDS</b>					
Face It	66,429	170,179	198,844	-	37,764
Community	28,471	103,260	112,424	-	19,307
Silence The Violence	21,586	54,892	62,640	-	13,838
Trauma	-	5,000	5,000	-	-
Leigh Trust	-	3,000	3,000	-	-
Henry Smith	-	45,000	45,000	-	-
BSBT	-	16,929	16,929	-	-
<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>

Face It (formerly Early Intervention Pathway) – Funds provided to Khulisa are committed to delivering Silence the Violence/Face It programmes in schools and community settings for 11-18 year olds at risk of gang violence and school exclusion who may or may not already be in contact with the police and youth offending services.

Community and Silence The Violence (formerly Resettlement and Rehabilitation Pathways) – Funds provided to Khulisa to provide services for those recently released back into the community after prison.

Trauma – Funds from Matrix Chambers for the delivery of trauma training.

Leigh Trust – Funds to support the delivery of our prisoner rehabilitation programme and our through-the-gate mentoring programme.

Henry Smith – Funds provided to support the expansion of our prison delivery and mentoring of people who are preparing to be released from prison

BSBT (Building a Stronger Britain Together) – Funds provided to deliver programmes to support young people who are vulnerable to extremism.

Barrow Cadbury Face It - Funding covered the research and scoping of potential work in Birmingham with 18-25 year olds. This included competitor reviews, interviews across the sector, research into the specific needs of young people in the area and the barriers to integration. A full report will be available Mid Nov 2021.

Young Harrow Foundation – funded our work in Harrow schools, including running Face It and supporting staff with trauma-informed training. Including costs associated with our communications, including Kapwing, social media subscriptions and website updates.

# KHULISA

## NOTES TO THE FINANCIAL STATEMENTS For the year ending 31 March 2021

### 15 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	2021 Unrestricted £	2021 Restricted £	2021 Total £
<b>Fixed assets</b>			
Tangible fixed assets	10,434	-	10,434
<b>Current assets</b>			
Debtors	8,468	53,640	62,108
Cash at bank	329,363	155,566	484,929
	<b>337,831</b>	<b>209,206</b>	<b>547,037</b>
<b>Liabilities</b>			
Creditors falling due within one year	(14,778)	(22,515)	(37,293)
	<b>(14,778)</b>	<b>(22,515)</b>	<b>(37,293)</b>
<b>Net Assets</b>	<b>333,487</b>	<b>186,691</b>	<b>520,178</b>

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

	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>

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ending 31 March 2021**

**16 CONTINGENT ASSETS**

The total grant funding awarded to the charity in respect of multi-year grants but not recognised as income amounts to £496,470 as at 31 March 2021 (2020: £492,856). These funds will be recognised in accordance with agreed budgets and specified or implied timeframes.

**17 OPERATING LEASE COMMITMENTS**

At 31 March 2021, the total minimum payments due under non-cancellable operating lease agreements amounted to £Nil (2020: £9,888). These payments fall due within one year.

**18 SUPPORTERS AND DONORS**

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

Barnet local authority  
Berkeley Homes Foundation  
Camden Giving  
Charity Next (part of Whitehall Industry Group)  
Charles Russell Speechlys  
Children in Need  
Christine King Memorial Trust  
City Bridge Trust  
Esme Fairbairn  
Hammersmith & Fulham Council  
Harrow Council  
Henry Smith Charity  
John Lyon's Charity  
Lloyds Foundation  
Lloyds of London  
Matrix Chambers  
Mayor's Office for Policing And Crime  
Monument Trust  
National Lottery Awards for All  
Neighbourly Community Fund  
NESTA  
Noel Buxton Trust  
Paul Hamlyn Foundation  
Rank Foundation  
Sandy and Sue Arbuthnot  
Southall Trust  
Sue and Sandy Arbuthnot  
The Drapers Company  
The Mercer's Company  
The Noel Buxton Trust  
The School for Social Entrepreneurs  
The Vinter's Company  
West Midlands Police and Crime Commissioner  
Westminster Foundation  
WISE Philanthropy