



Khulisa

breaking the cycle of violence

Khulisa

**Report and Financial Statements
For the year ended
31 March 2016**

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

KHULISA
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2016

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**KHULISA
TRUSTEES' REPORT
For the year ended 31 March 2016**

Reference and Administrative Information

Charity registration number: England and Wales: 1120562

Company registration number: 6210432

Registered office address: Wells House
Unit 7, 5 – 7 Wells Terrace
Finsbury Park
London
N4 3JU

Board of Trustees

T J Rennie – Secretary

S Miah

A Y Thorat

J D Bines – Treasurer

S Smith

Appointed June 16

M Ilic – Chair

P B Babudu

J Finney

Appointed March 16

J S Huggett

Resigned December 15

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 2016**

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.

We draw on the rich heritage and learning of our sister charity, Khulisa Social Solutions of South Africa, who have a 16-year track record impacting over one million people. They received a United Nations Office of Drugs & Crime Award in 2006 for being a "best-practice model [of] 'transformational social impact'" and our UK model has been adapted from their experience in some of South Africa's most violent and disadvantaged communities.

Khulisa has a Board of Trustees with 8 current members: Tim Rennie, Peter Babudu, Matija Ilic (Chair), Aditi Thorat; Shajan Miah, Jonathan Bines, Shivani Smith and Jill Finney.

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.

Khulisa has approximately 30 members who are invited to attend our AGM, usually held in December each year.

As of March 31, 2016, Khulisa had 9 staff members (full and a part-time) based in London, Manchester and Hampshire. Programme delivery is managed by staff and run locally by a roster of 20+ free-lance facilitators who are trained in our programme methodologies and curriculum and live close to our delivery locations.

Khulisa has a cohort of 40-50 volunteers, most of whom are mentors on our *Milestones* programme.

**KHULISA
TRUSTEES' REPORT CONTINUED
For the year ended 31 March 2016**

Meeting the Public Benefits Requirements of the Charities Act 2011

Khulisa's mission is to break the cycle of crime and violence by helping people to change their lives. Our vision is that we all face as little crime and violence as those in our safest towns.

We believe that the public benefits we deliver are:

- Providing offenders, ex-offenders and young people at risk of social exclusion with programmes and supports that help them in their rehabilitation, desistance from crime and violence, and (re)integration into their families and communities
- Improving the life chances and future prospects 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 2012-2015 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

Our **Mission** is to break the cycle of crime and violence by helping people to change their lives.

Our **Vision** is that we all face as little crime and violence as those in our safest towns.

Our **Values** are:

- We Guide: by restoring empathy, self-belief and self-worth
- We Heal: individuals (perpetrators and victims) and communities
- We Nurture: by believing all people can grow

Our Single Objective is to cut crime.

Our Programmes

We offer unique, powerful and innovative behaviour-change programmes and structured interventions for offenders and young people. We aim to empower individuals with the skills and understanding they need to develop their own alternatives to violence, desist from crime, improve their futures and build stronger and safer communities. We have a strong grounding in restorative practice as well as therapeutic approaches to desistance. Through this work we foster empathy, personal regeneration, motivation and aspiration.

Financial Review

Unrestricted reserves at 31st March 2016 exceeded Khulisa's reserves target of £60,000. Net income of £54,305 was comprised of £54,446 on unrestricted funds and expenditure of -£141 on restricted funds.

Total income of £574,869 in 2016 represents an increase of £57,505 from 2015. Restricted income was £298,236 (2015: £349,209).

The charity received unrestricted grants and donations totalling £235,352 (2015: £160,214). Khulisa is particularly indebted to The Monument Trust for their generous support. Sales and fees amounted to £41,175 (2015: £7,822). The Balance Sheet at 31 March 2016 showed cash balances of £281,535 (2015: £304,532) and net assets of £342,085 (2015: £287,780). This is represented by unrestricted funds amounting to £172,487 (2015: £118,041) and restricted funds of £169,598 (2015: £169,739).

**KHULISA
TRUSTEES' REPORT CONTINUED
For the year ended 31 March 2016**

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 £60,000. Unrestricted general funds at 31 March 2016 were £172,487.

Statement of Trustees' Responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 CONTINUED
For the year ended 31 March 2016

Chief Executive's Report for Year Ending 2015-16

Introduction

In 2015-16 Khulisa continued to develop and deliver impactful programmes to directly support over 400 young people, offenders and vulnerable adults across the UK to be more resilient and make positive decisions for their future. We expanded our programme delivery across a number of new prisons, pupil referral units, schools and other community settings and significantly developed our partnership and Restorative Practice work. Khulisa made a significant contribution to building the capacity of the sector, running a range of training sessions for over 400 professionals.

Khulisa maintained its focus on our stated key priority areas:

1. Programme Delivery: embedding our existing services to meet priority needs in rehabilitation, violence-reduction and social justice strategies through a sustainable model
2. Partnership Delivery: building partnership delivery with like-minded charities and service providers that better meet the needs of our participants, their families and communities
3. Integrated Approaches: developing and promoting an integrated approach to community safety, reconciliation and violence reduction that helps preserve and develop existing community infrastructure in low-resource environments: what it looks like when it's fixed.

Achievements

From a **programme perspective**, we delivered:

- 17 *Silence the Violence* programmes to 250 adults and young offenders across London including a new pilot at HMP Isis focused on mentoring to support sustained employability post-release
- 12 *Face It* programmes delivered to 110 young people in London and Bolton
- 60 ex-offenders mentored through Khulisa's *Milestones Mentoring* programme in Hampshire & Bolton
- Approximately 240 professionals attended presentations and workshops hosted and/or delivered by Khulisa covering subjects such as our STV model, community justice, gang interventions, restorative and trauma-informed practice and justice reforms.
- 150 Magistrates participated on *Restorative Practice* awareness trainings delivered in partnership with the Restorative Justice Council and 50 professionals participated in our Victims Voices in Restorative Justice

For our **partnership development** of collaborative projects, we:

- Continued our board role with the Centre for Justice Innovation
- Developed *Milestones* to incorporate elements of the Lemos & Crane *Good Prison* model, particularly focusing on the "desistance premium" and "rites of passage" leaving prison;
- Ran a 1-day *Silence the Violence* tasters with sector peers including: The Diagrama Foundation, Lift and Leaders Quest.
- Fully supported Clinks on sector-wide projects, research and trainings.
- Continued to share office space and back-office functions with Leap Confronting Conflict, thus reducing overhead costs and risks for both organisations;
- Developed a values-led collaboration with WRAP (Wales Restorative Approaches Partnership) to develop both our Restorative Prison and Systemic Community Restoration model in Wales;
- Continued as a leading Pioneer helping the Foyer Federation to develop their "Advantaged Thinking" approach to youth work and extend this across the sector;
- Lived and promoted our ethos of Ubuntu with other like-minded organisations such as Together for the Common Good, Genius Within, Only Connect, and The Institute for Food Brain & Behaviour, Restorative Gloucestershire and Transforming Conflict.

Finally, towards our aim of **developing and promoting integrated approaches** to *what it looks like when it's fixed*, we:

- Engaged with NOMS (HQ and Wales) and HMP Cardiff to promote the restorative prison model.

**KHULISA
TRUSTEES' REPORT CONTINUED
For the year ended 31 March 2016**

- Secured a contract with the North East London Resettlement Consortium to help develop embedded restorative practice on dedicated prison wings at HMPs Feltham & Cookham Wood;
- Won a separate contract with the North East London Resettlement Consortium to deliver and evaluate the American *Aggression Replacement Training* programme for young offenders;
- Developed a targeted approach for *Silence the Violence* at HMP Forest Bank to rehabilitate their most disruptive prisoners;
- Secured funding from Trust for London to pilot Khulisa South Africa's *Tug of War* programme in Leytonstone, a trauma-informed family intervention which promotes alternative conflict resolution between parents and adolescents, and have interested the Rank Foundation in replicating the model in Bolton;
- Secured an Innovation Fund grant for *Milestones* from Purple Futures/Cheshire & Greater Manchester Community Rehabilitation Company (CRC) under their Transforming Rehabilitation contract;
- Secured a major contract with the Mayor's Office for Policing And Crime (MOPAC) *PAN London Restorative Justice Service* in collaboration with Catch 22 (lead), Restorative Solutions and IARS International Institute, with Khulisa providing the innovation and underpinning quality of service
- Continued to develop a highly respected and valued relationship with the Cabinet Office.

Challenges

2015-16 was another year of considerable change for the Criminal Justice sector with on-going policy reform and sustained uncertainty across the fundraising and commissioning landscape. Prisons become more violent environments with assaults and serious assaults up 27% and 31% respectively, alongside the increased proliferation of new psychoactive substances which are having a destabilising effect in many prisons. Schools continue to face a number of conflicting challenges; rising pupil numbers, teacher shortages and funding constraints - creating what some fear could be a 'perfect storm' with the capacity to significantly undermine children's education.

Despite this challenging financial and operating backdrop, Khulisa has maintained its financial position and increased the reach of its impact through effective partnership working and building the capacity of the sector to deliver. We developed new funding partnerships and further developed our voice within the sector publishing key thought leadership pieces, particularly in the area of Restorative Practice.

Like many of our sector peers, developing and diversifying our sources of income remains a core risk and opportunity for us; indeed, developing and implementing a new business model is a key 2016-17 priority. To support this, Khulisa will invest in the recruitment of a new full-time fundraising hire.

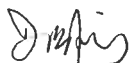
Conclusion

Khulisa is an optimistic, solutions-focused organisation. Keeping the question 'what it looks like when it's fixed' firmly at the front of our minds, and dedicated to collaborative working, we look at the challenges ahead not lightly, but still as opportunities to design, develop and deliver needed answers to some of the sector's major challenges.

Together with our partners, we have a vision for our participants and communities that we want to foster. We see safer, more restorative prisons. We believe that we can guide individuals to dramatically reduced reoffending rates and that we can empower resilient, ambitious and self-assured young people who are in control of their lives and emotions. We will empower communities where families and adults, from all backgrounds, access the services they need and are entitled to without barriers or fear.

2016-17 will continue to see us focus on our objectives to:

- Remain at the forefront of justice innovation and reform
- Consistently develop, pilot and share new models of work
- Truly empower individuals, communities and grassroots organisations to themselves deliver what it looks like when it's fixed
- Deliver high quality interventions that are sought after
- Develop and implement a new business model with increased and diversified funding sources
- Build a critical mass that impacts further change far beyond our reach
- Have enough influence to change policy, practice and public opinion in small but powerful ways



Dominique Airey
Chief Executive

**KHULISA
TRUSTEES' REPORT CONTINUED
For the year ended 31 March 2016**

Chairman's note

After 7 successful years leading Khulisa, Simon Fulford made the decision to relocate to the United States and resigned from his position as CEO (effective May 2016). Simon's achievements over this period have been significant; supporting the implementation of 100 programmes and workshops across the UK; raising over £2 million in grants and commissions; tripling the staff cohort; expanding a dedicated team of volunteers and associates; developing a mentoring programme to deepen programme impact, and gaining Ministry Justice approval for programme design. We would like to thank Simon for his passion, commitment and achievements and wish him every happiness in his next chapter.

Khulisa invested significant time across 2016 in the recruitment of a new CEO who had the skills to build the team and business model for sustained future impact, whilst embodying Khulisa's strong values-led practice. We are pleased to have found and appointed Dominique Airey as the new CEO in March 2016 (starting May 2016). Dominique joined Khulisa from the senior leadership at Youth Business International, an international NGO supporting young entrepreneurs, and brings strategic vision and senior management experience as well as networks that will be key to taking Khulisa forward. She has a strong commercial and fundraising background having worked in Market Strategy in the Private Sector and major fundraising roles in the Third Sector.

It has been another successful year for Khulisa against the ever-changing backdrop of our political and economic context. We are delighted to be entering this new and challenging phase in the organisation's development with a new Chief Executive and all of the incredible support we have enjoyed from partners and supporters in recent years.

Mat Ilic

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
15 September 2016 and signed by:



**Mat Ilic
Chair**

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

We have audited the financial statements of Khulisa for the year ended 31 March 2016 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective January 2015) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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 its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 6, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

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 2016, 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 (applicable to smaller entities); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

Matters on which we are required to report by exception

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

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



8 Burnell Road
Norman House
Sutton, Surrey,
SM1 4BW

KC Fisher (Senior Statutory Auditor)
for and on behalf of MYRUS SMITH
Chartered Accountants and
Statutory Auditor

20-9-2016

Note:

The maintenance and integrity of the Khulisa UK website is the responsibility of the trustees; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

KHULISA
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)

For year ending 31 March 2016

	Notes	Unrestricted Funds £	Restricted Funds £	2016 Total Funds £	2015 Total Funds £
Income and endowments from:					
Donations and legacies	2	235,352	-	235,352	160,214
Charitable activities	3	41,175	298,236	339,411	357,031
Investments	4	106	-	106	119
		<u>276,633</u>	<u>298,236</u>	<u>574,869</u>	<u>517,364</u>
Expenditure on:					
Raising Funds	5	43,432	-	43,432	32,471
Charitable Activities	6	178,755	298,377	477,132	455,582
		<u>222,187</u>	<u>298,377</u>	<u>520,564</u>	<u>488,053</u>
Net income / (expenditure)	7	54,446	(141)	54,305	29,311
Transfers between funds		-	-	-	-
Net movement in funds		<u>54,446</u>	<u>(141)</u>	<u>54,305</u>	<u>29,311</u>
Total funds brought forward		118,041	169,739	287,780	258,469
Total funds carried forward		<u>172,487</u>	<u>169,598</u>	<u>342,085</u>	<u>287,780</u>

The accompanying notes form part of these Financial Statements.

KHULISA

BALANCE SHEET

As at 31 March 2016

	Notes	2016 £	£	2015 £	£
FIXED ASSETS	9				
Tangible fixed assets			3,266		-
CURRENT ASSETS					
Debtors	10	94,803		1,121	
Cash and bank		<u>281,535</u>		<u>304,532</u>	
		376,338		305,653	
CREDITORS					
Amounts falling due within one year	11	<u>37,519</u>		<u>17,873</u>	
NET CURRENT ASSETS			<u>338,819</u>		<u>287,780</u>
NET ASSETS	15		<u>342,085</u>		<u>287,780</u>
Represented by:					
Unrestricted Funds	14		172,487		118,041
Restricted Funds	14		169,598		169,739
			<u>342,085</u>		<u>287,780</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 and with the Financial Reporting Standard for Smaller Entities (effective January 2015).

Approved by the Board of Trustees on 15 September 2016.



Mat Ilic
Chair

KHULISA
NOTES TO THE FINANCIAL STATEMENTS
For the year ending 31 March 2016

1 ACCOUNTING POLICIES

a) Basis of accounting

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 for Smaller Entities (effective January 2015) and the Companies Act 2006. Asset and liabilities are initially recognised at historical cost or transaction value unless otherwise stated.

b) Company status

The company is limited by guarantee, has no share capital and is a registered charity. In the event of the Company being wound up, each member is liable to contribute an amount not exceeding £1.

c) Capital items & depreciation

Office equipment and fixtures and fittings are depreciated using the straight line method over four years.

Other Project assets are depreciated over the life of the project, (normally three years) apart from project assets that are fully grant funded, which are written off in the year of purchase.

Capital items have a minimum purchase cost of £500.

d) Income

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

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

e) Expenditure

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

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

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

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

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

**KHULISA
NOTES TO THE FINANCIAL STATEMENTS**

For the year ending 31 March 2016

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.

2 INCOME FROM DONATIONS AND LEGACIES	2016	2015
	£	£
Core support grants	215,000	150,000
Donations	20,352	10,214
	235,352	160,214

Income from donations and legacies is comprised entirely of unrestricted funds in 2016 and 2015.

3 INCOME FROM CHARITABLE ACTIVITIES	2016	2015
	£	£
Sales of Training	41,175	7,822
Grants		
Face It	65,000	115,000
Prison Delivery	145,560	204,209
Self-Referral	30,000	30,000
Impact Readiness Project	40,000	-
Time to Shine Internship Programme	11,135	-
Poppy Factory	6,541	-
	339,411	357,031

Of the £339,411 received in 2016 (2015: 357,031), £298,236 was restricted funds (2015: £349,209) and £41,175 (2015: £7,822) unrestricted funds.

4 INCOME FROM INVESTMENTS	2016	2015
	£	£
Bank interest	106	119
	106	119

Income from investments is comprised entirely of unrestricted funds in 2016 and 2015.

KHULISA
NOTES TO THE FINANCIAL STATEMENTS
For the year ending 31 March 2016

5 EXPENDITURE ON RAISING FUNDS	2016	2015
	£	£
Staff costs	30,860	32,471
Events and development	12,572	-
	43,432	32,471

Expenditure on raising funds is comprised entirely of unrestricted funds in 2016 and 2015.

6 EXPENDITURE ON CHARITABLE ACTIVITIES	2016	2015
	£	£
Analysed by activity:		
Face It	135,365	84,873
Milestones	-	17,524
Prison Delivery	109,620	186,155
My Square Mile	-	10,632
Self-Referral	29,589	28,737
Impact Readiness Project	4,174	-
ICRF	8,449	6,370
Time to Shine Internship Programme	4,639	-
Enough is Enough	-	4,349
Poppy Factory	6,541	-
STV Prison Delivery	-	7,614
Training & Mentoring	178,755	109,328
	477,132	455,582

Analysed by nature:

Facilitator costs	71,667	56,480
Other direct Programme costs	42,270	62,096
Programme assessment & evaluation	9,174	10,708
Staff training	8,288	3,092
HR & recruitment	18,120	835
Accounting & payroll	16,015	14,090
Office & IT	37,445	25,896
Premises costs	14,869	12,228
Staff costs		
Core staff	25,531	29,615
Delivery staff	222,833	229,447
Governance		
Staff costs	8,136	7,746
Audit fees	2,500	2,500
Trustees' expenses	284	849
	477,132	455,582

Of the £477,132 expenditure in 2016 (2015: 455,582), £298,377 was restricted funds (2015: £346,254) and £178,755 (2015: £109,328) unrestricted funds.

KHULISA
NOTES TO THE FINANCIAL STATEMENTS
For the year ending 31 March 2016

7 NET INCOME / (EXPENDITURE)

2016	2015
£	£

This is stated after charging:

Depreciation	1,089	-
Audit fees	2,500	2,500
	<u>2,500</u>	<u>2,500</u>

8 TOTAL STAFF COSTS

2016	2015
£	£

Salaries	259,979	268,486
Employer's National Insurance	24,381	24,663
Employer's Pension Costs	3,000	3,000
	<u>287,360</u>	<u>296,149</u>

Details of employees who received emoluments in excess of £60,000 were as follows:

2016	2015
No.	No.

£60,000-£70,000	<u>1</u>	<u>1</u>
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2016	2015
No.	No.

The number of staff (full-time equivalent) during the year:

<u>8.5</u>	<u>8.0</u>
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KHULISA
NOTES TO THE FINANCIAL STATEMENTS
For the year ending 31 March 2016

9 FIXED ASSETS

	General Assets	Project Assets	2016	2015
Cost				
At 1 April 2015	1,904	-	1,904	1,904
Disposals in year	-	-	-	-
Additions in year	-	4,355	4,355	-
At 31 March 2016	1,904	4,355	6,259	1,904
Depreciation				
At 1 April 2015	1,904	-	1,904	1,904
Charge for the year	-	1,089	1,089	-
Eliminated on disposal	-	-	-	-
At 31 March 2016	1,904	1,089	2,993	1,904
Net book values at 31 March 2016	-	3,266	3,266	-

10 DEBTORS

	2016	2015
	£	£
Trade debtors	2,061	-
Prepayments	50,242	1,121
Accrued income	42,500	-
	94,803	1,121

11 CREDITORS

Amounts falling due within one year	2016	2015
	£	£
Trade creditors	23,463	4,379
Accrued expenses	6,680	5,704
Social security and other taxes	7,376	7,790
	37,519	17,873

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12 TRUSTEES' EXPENSES

No trustee received remuneration in 2015-16 or 2014-15. The total cost of board activity in 2015-16 was £284, and there were no trustee reimbursements for the year. In 2014-15, board activity totaled £849, and £260 was reimbursed to five trustees.

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 FUNDS STATEMENT	Opening Balance 1 Apr 2015 £	Income £	Expenditure £	Reallocation between funds £	Closing Balance 31 Mar 2016 £
RESTRICTED FUNDS					
Face It	114,389	65,000	135,365	-	44,024
Self-Referral	6,554	30,000	29,589	-	6,965
Time to Shine Internship	-	11,135	4,639	-	6,496
ICRF	22,546	-	8,449	-	14,097
Impact Readiness Project	-	40,000	4,174	-	35,826
Prison Delivery	26,250	145,560	109,620	-	62,190
Poppy Factory	-	6,541	6,541	-	-
Total Restricted Funds	169,739	298,236	298,377	-	169,598
UNRESTRICTED FUNDS					
General fund	118,041	276,633	222,187	-	172,487
Total Unrestricted Funds	118,041	276,633	222,187	-	172,487
Total Project Funds	287,780	574,869	520,564	-	342,085

Details relating to the funds listed above can be found in the Trustees' Report.

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15 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	2016 Unrestricted £	2016 Restricted £	2016 Total £	2015 Total £
Fixed assets				
Tangible fixed assets	3,266	-	3,266	-
Current assets				
Debtors	26,121	68,682	94,803	1,121
Cash and Bank	165,407	116,128	281,535	304,532
	191,528	184,810	376,338	305,653
Liabilities				
Creditors falling due within one year	22,307	15,212	37,519	17,873
	22,307	15,212	37,519	17,873
Net Assets	172,487	169,598	342,085	287,780

16 SUPPORTERS AND DONORS

Everyone involved in all of Khulisa's projects would like to thank all those who have supported our work in 2015-16.

Trusts and foundations

AB Charitable Trust
 City Bridge Trust
 Esmee Fairbairn Foundation
 Garfield Weston Foundation
 The Henry Smith Charity
 J Paul Getty Jnr Charitable Trust
 The Monument Trust
 The Rank Foundation
 Sheriffs' and Recorder's Fund
 Social Investment Business
 The Zochonis Charitable Trust

Statutory funding

Cabinet Office - RSAF