



**Strategic Plan
2017-2020**

**Prevent
Rehabilitate
Reintegrate**



Over the last 10 years, Khulisa has transformed the lives of over 3,000 young adults and children by helping them to address the root cause of their challenging behaviour

Khulisa: Changing behaviour, reducing crime

Our vision is a society where young people have a voice and are empowered to live healthy, crime-free lives. We help young adults and children address the root cause of their challenging behaviour and support them to make positive life choices. We do this by delivering behavioural change programmes and by providing therapeutic support and mentors, in schools, prisons and communities.

Our programmes have a strong emphasis on developing emotional resilience, improving well-being and raising aspiration. They support longer-term outcomes including reduced offending, improved educational attainment and employability. To ensure we reach the most vulnerable people, we intervene at all key stages of the criminal justice system:

Prevent: supporting excluded young people (11-18) in schools and Pupil Referral Units.

Rehabilitate: supporting young men in Youth Offender Institutions and adult prisons.

Reintegrate: supporting ex-prisoners in their transition into the community

This strategic plan outlines our approach to deepen and scale our impact across each of these pathways across 2017-2020.

What it looks like when it's fixed

Together with our partners, we are working to develop safer, more nurturing prisons, schools and communities which empower people to be resilient, ambitious and make healthier life choices.

Khulisa is an optimistic, solutions-focused organisation. We look at the challenges ahead not lightly, but as opportunities to co-design and develop solutions to some of our sector's most complex challenges.

Alongside our direct-delivery work with young people, we will deepen our impact at an institutional level; supporting the development of schools that educate students both behaviourally and academically, and prisons that place well-being at the heart of rehabilitation.

We are committed to contributing to the evidence on 'what works' when supporting people to become more resilient, to feel more included in society and to reduce offending/re-offending. In 2017, Khulisa will launch its first annual research question committed to this agenda.

We would like to thank the researchers, sector peers, donors and policy-makers who made significant contributions to this strategy. Our heartfelt thanks to you all.

Interested to learn more or collaborate with Khulisa? We'd love to hear from you. For more information on the strategic plan or our work more generally, here's how to get in touch:

info@khulisa.co.uk [0207 561 3727](tel:02075613727) www.khulisa.co.uk
Khulisa, 5-7 Wells Terrace, Unit 7, London, N4 3JU
Registered charity: 1120562

About Khulisa

Inspired by our South African sister charity (founded in 1997), Khulisa means ‘to nurture’ in Zulu. We have been working in schools, prisons and communities in the UK for almost 10 years, helping over 3,000 young people and children address the root cause of their challenging behaviour.

We deliver programmes nationally, with offices in London and Bolton. Our person-centred, values-driven approach is at the heart of all that we do. Our organisational values are to **guide** by restoring empathy, self-belief and self worth; **nurture** by believing all people can grow; **restore** by enabling people to have an equal voice, building trust and aspiration; and **empower** by enabling confidence and ownership.



Our Programmes

We deliver behaviour-change programmes to young adults and children in schools, prisons and communities that support the development of emotional resilience, improve well-being and raise aspiration.



Prevent



Rehabilitate



Reintegrate

	Prevent	Rehabilitate	Reintegrate
Who	<ul style="list-style-type: none"> At risk youth (11-18 yrs) Teachers / support workers Families of at risk youth 	<ul style="list-style-type: none"> Young offenders (15-18yrs) Adult offenders (18-35 yrs) Prison officers 	<ul style="list-style-type: none"> Ex-offenders Other vulnerable adults Community workers
Why	<ul style="list-style-type: none"> Tackle root cause of behavioural issues at school, home and in the community Prevent young people from entering the justice system or becoming NEET 	<ul style="list-style-type: none"> High levels of violence in prison and offending / re-offending rates Prisons/officers need support to develop a rehabilitative prison culture 	<ul style="list-style-type: none"> High rates of re-offending Need for continuous / long-term support to change attitude and behaviour
Where	<ul style="list-style-type: none"> Schools Pupil referral units (PFU) 	<ul style="list-style-type: none"> Adult prisons (all categories) Young Offender Institutions (YOI) Secure Training Centres 	<ul style="list-style-type: none"> Supported Housing Centres Mental health service providers Alcohol & Drug treatment centres Back to work programmes
How	<ul style="list-style-type: none"> Face It: 1-1 and group behaviour change programmes for young people Tug of War: 1:1 and group behaviour change programmes for young people and their parents Teacher and support worker training and skills development 	<ul style="list-style-type: none"> Silence the Violence: 1-1 and group behaviour change programmes in prison Prison officer training to build skills and support well-being 	<ul style="list-style-type: none"> My Path: 1-1 and group behaviour change programmes in community settings Milestones Mentoring: Community mentorship programmes with volunteer community mentors
Impact	<ul style="list-style-type: none"> Increased well-being, emotional-literacy and ability to manage conflict Improved relationships, increased participation and academic performance 	<ul style="list-style-type: none"> Increased well-being, emotional-literacy and ability to manage conflict/ violence Improved relationships, reduced re-offending / violence and increased employability 	<ul style="list-style-type: none"> Increased well-being, emotional-literacy and ability to manage conflict Improved relationships, reduced re-offending and increased employability

Our Journey & Impact

Khulisa started delivering programmes in the UK in 2009 with a strong focus on evaluation, learning and broader sector collaboration:

2011

Khulisa develops new programmes to launch into schools and into mentoring for ex-prisoners



2012

Silence the Violence receives NOMS "Effective Regime Intervention" approved status



2015

Khulisa receives an award for "outstanding contribution to promoting the strategic aims of the Criminal Justice Alliance"



2015

A 20-month evaluation commissioned by the Cabinet Office, finds that prisoners who complete the Khulisa programme are 4 times less likely to re-offend (7% vs 31%)



2017

Khulisa secures European Commission funding as part of 8-country project to develop solutions in combating youth radicalisation and exclusion



2009

The Home Office approves grant to pilot Khulisa's first programme, Silence the Violence



2010

Monument Trust approves a major grant enabling Khulisa to expand its work into London, Sheffield and Manchester



2013

Khulisa's schools programme listed on Youth Justice Board's Library of Effective Practice



2013

Khulisa secures a major Cabinet Office grant to expand Silence the Violence and mentoring programmes across four prisons



2015


Several independent evaluations find that Khulisa's programmes significantly improve behaviour and attendance in schools



2015

Khulisa is selected as a partner to the first ever pan-London Restorative Justice initiative, funded by the Mayors Office for Policing and Crime

Rajan's Story



Rajan was 13 when he joined Khulisa's Face It programme and says it has helped him to recognise and manage his anger problems. After years of experiencing difficulties at school caused by his short temper and regular outbursts during class, Rajan is now attending mainstream school regularly and has aspirations to build a career as a sports coach.

“ I was introduced to the programme by a teacher ... they told me the Face It programme could help me develop better anger management skills. In the past some students would annoy me but now I have learnt to manage my temper and instead just concentrate on listening to the teachers and carrying on with my tasks. I have learnt to step back and think about my actions and rarely get into fights in school any more. ”

A school teacher at Rajan's school said:

"Khulisa's Face It programme has been a great success and our students have benefited from taking part. For me, the mask-making task deals with the two sides of a person's personality and is a real turning point during the programme.... the Face It programme's use of role play is also very engaging and the post programme support run by trained and highly skilled facilitators is invaluable. We are looking forward to running more programmes in the future."

According to teachers who work with Rajan, the programme has resulted in a significant improvement on his attendance to class and his behaviour at school. They also reported an improvement in his relationship with fellow students and noted that he seems to be using better coping strategies when he feels frustrated.

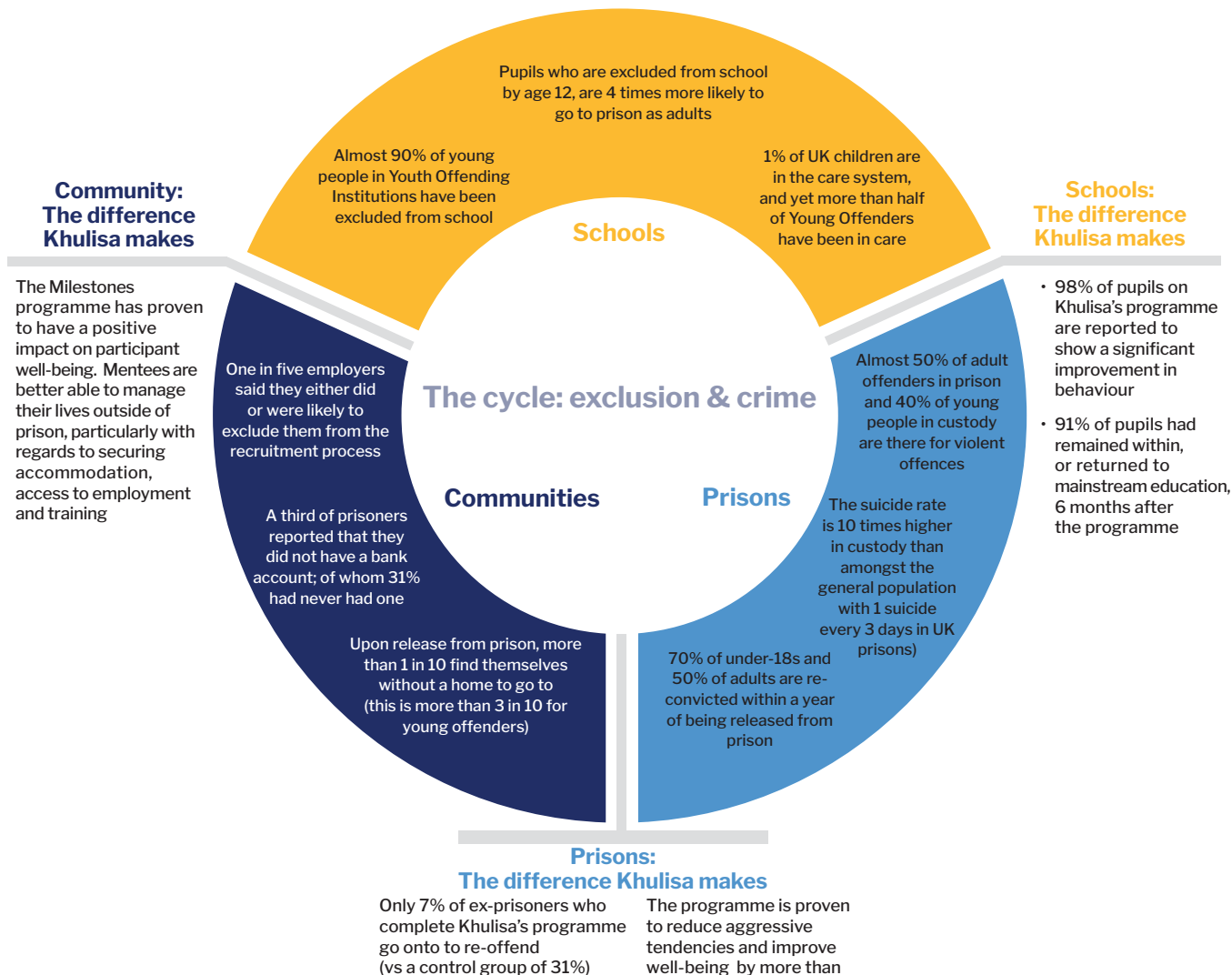
“ If I don't understand anything in class then I don't get frustrated any more and instead just ask my teacher to explain the task a bit more. I am now focused on my education and my ambition is to go to college and then university. I would really like to become a sports coach because even if I don't make it as a professional sports person I can still help others to do well in sports. And if that doesn't work out then my back-up plan is to become a chef because I really love cooking. ”

*Participant names and images have been changed to protect privacy

Breaking the Cycle

It is difficult to overstate the scale of the challenge facing UK prisons and the increase in causal factors that contribute to a young person ever entering the justice system or becoming socially excluded. More young people are being excluded from school, taken into care, experience poverty and suffer with a range of mental health challenges.

Khulisa intervenes at all stages of the criminal justice system from early intervention in schools to reintegration in the community – we are committed to tackling the root cause of challenging behaviours and crime and supporting young people to be more resilient and empowered to make healthier life-choices.

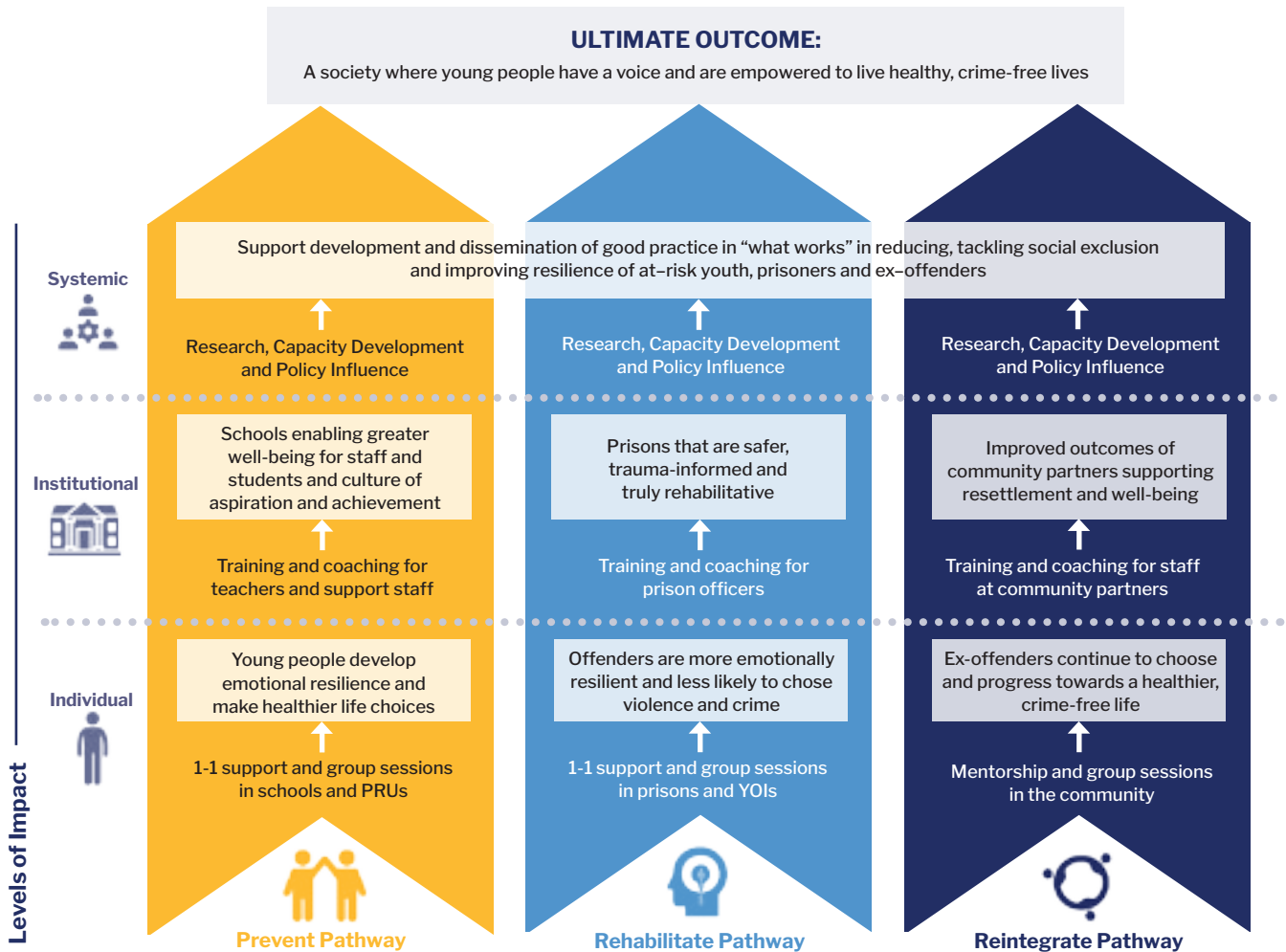


Khulisa Theory of Change

Khulisa's theory of change outlines how we will support service-users through direct delivery (individual impact), capacity development (institutional impact) and at the sector level (systemic impact). Our strategic priorities have been derived from this process and all support our long-term goal of a society where young people have a voice and are empowered to live healthy, crime-free lives.

Khulisa's headline indicators for measuring our impact include:

- **Well-being and self-esteem**
- **Motivation and aspiration**
- **Educational attendance and attainment**
- **Violent behaviour and attitudes**
- **Re-offending**



Pathway #1: Prevent

Our Programme - Face It

Face It is a behaviour change and personal development programme, delivered in schools and Pupil Referral Units. The programme aims to help young people improve their emotional literacy and emotional resilience, ultimately helping them to successfully and sustainably re-enter mainstream school or access further education or employment.

Our plan for 2017–2020

- Co-design and deliver at least 5 flagship school partnerships, delivered over 3 years
- Support 280 young people to develop emotional resilience and improve positive engagement in mainstream education
- Deliver bespoke training support for at least 35 teaching professionals and pastoral support staff
- Develop proven solutions which reduce challenging behaviour in schools and improve emotional resilience for young people



“ Khulisa has delivered programmes to a total cohort of 40 young men at our school. Each pupil had been chosen to participate due to their challenging behaviour, lack of engagement, deteriorating participation and poor achievements in class. All were considered to be at high risk of exclusion from school, I can safely say that 38 boys have shown significant behavioural and academic improvement since participating on the course. They are calmer, relate better to their teachers and peers, attend classes regularly and engage in their learning. Several have gone on to be school leaders or taken on other roles that previously they would never have thought possible. Even the two boys who have not improved significantly have at least stayed in school. To us this is as close to 100% success as you can get. ”

Deputy Head Teacher
Rokeby School, East London

Pathway #2: Rehabilitate

Our Programme - Silence the Violence

Khulisa delivers a high-impact violence reduction programme called 'Silence the Violence' in adult prisons and youth offending institutions across the UK. The programme helps prisoners to understand and tackle the root causes of their violent or disruptive behaviour and aims to support prisoners in their successful rehabilitation and reintegration into the community.

Our plan for 2017–2020

- Co-design at least 5 flagship prison partnerships delivered over 3 years
- Support 240 prisoners to understand and address the root cause of their violent behaviours
- Deliver training support to at least 155 prison officers
- Develop evidence to prove that emotional well-being and resilience is central to effective prisoner rehabilitation and reducing re-offending
- Influence policy and practice to ensure emotional well-being and therapeutic support is placed at the heart of the prison regime



“ We worked with Khulisa over an extensive period in an innovative project in a challenging landscape. Creative approaches were used to bring prisoners face to face with their offending behaviour whilst in custody and to take this same framework into the community to enable the custodial work to be continued and developed after prison. There are some promising outcomes that Khulisa can be justly proud of and which form the basis for further research and development of the model. ”

**Sodexo Justice Services,
Director of Operations**

Pathway #3: Reintegrate

Khulisa provides intensive therapeutic support and mentoring to ex-prisoners, helping them to reintegrate into the community. As well as delivering our programmes directly to ex-prisoners, we also partner with local charities and rehabilitation service providers to ensure we support the most vulnerable young people.

Our plan for 2017–2020

- Co-design and deliver at least 3 flagship community partnerships, delivered over 3 years
- Deliver mentoring support programmes for 110 ex-prisoners across 2 regions in the UK
- Build long-term partnerships with 2 new community partners
- Develop evidence to prove that emotional resilience and well-being is central to the successful and long term reintegration of prisoners in the community



“ I haven't had one negative comment ... The main feedback was how good the tutors were, how real they made the programme material and it really hit home how their behaviour affects others. The ongoing support through the gate was also very valued by both the offenders and their families who found this particularly useful. I would like to see it available in more prisons so it is accessible to more individuals. ”

**Public Protection, Risk & Rehabilitation,
Bolton Probation, 2015**

Strategic Priorities



1 Scale and deepen programme impact

Khulisa aims to support 1000 children, young people and professionals per year by 2018 by scaling both its direct delivery and capacity development work. To enable this, Khulisa will:

- Prioritise long-term strategic partnerships where Khulisa can offer a combination of direct delivery and institutional capacity development that enables more sustainable impact
- Connect our Rehabilitate and Reintegrate pathways where possible – providing continuous support in prison, through the gate and back into the community
- Significantly expand our pool of facilitators with a strong focus on drama therapy and those with broader therapeutic training



2 Partner for deeper impact

We are committed to partnering to deepen our impact for our service users, to do this we will:

- Develop strategic partnerships across each of our pathways that will support longer-term outcomes including: further education, employment and housing.
- Develop joint fundraising/evaluation plans to support sustainability and attributable impact
- Work with our partners in the Monument Trust Fellowship to develop a whole-system approach to offender management and diversion



3 Build our evidence-base and speak up to influence Policy & Practice

Our programmes prevent young people from offending, reduce re-offending and support people to live healthier, crime-free lives. We will continue to build our evidence to influence policy and practice:

- Designing and delivering annual research questions supporting our understanding of what works in reducing offending, social exclusion and increasing resilience of children and young adults
- Disseminating our findings through high quality articles and reports, that also draw on learning from our South African sister charity and other international good-practice
- Increasing our role in policy design with the Ministry of Justice, Home Office, Office for Civil Society and extend our reach to the Department for Education and other relevant departments



4 Grow income and develop a sustainable business model

Khulisa's business model is largely focused on raising income from Trusts & Foundations (90%) and commissioned/earned income (10%). To realise our 2017-2020 plans, Khulisa will:

- Grow our income by circa 20% each year through a more diverse range of income sources
- Develop a new communications/ brand strategy, including new website and business development collateral
- Investment in our contract readiness and Monitoring, Evaluation & Learning systems to better evidence Social Return on Investment (SROI)

Growth Plan

	2016–2017	2017–2018	2018–2019	2019–2020
Income	£ 500,000	£ 650,000	£ 750,000	£ 850,000
Direct Delivery	400	600	700	750
Training	200	300	300	350

Partner with Khulisa

Funders

To find out more about how to donate to Khulisa, or how to commission our services, please contact our **Development Director, Cara Cinnamon** (ccinnamon@khulisa.co.uk).

Delivery Partners

To find out more about opportunities to run Khulisa programmes in your school, prison or community setting, please contact our **Programme Design Director, Lisa Rowles** (lrowles@khulisa.co.uk).

Our programmes are delivered with the support of our key donors and partners:



Daniel's Story



Daniel* is 23 years old and was sentenced in 2014 to 5 years imprisonment for robbery and possession of a weapon. He had experienced a very volatile childhood and was adopted at the age of 8 years old. When Daniel turned 17, his adoptive mother died suddenly and Daniel was unable to cope with the pain. He turned to drugs and alcohol to block out his feelings and developed a chronic addiction.

Daniel's addiction led to him stealing from family and friends and damaging relationships with people closest to him. By the time he came to prison he was carrying vast amounts of guilt and shame and believed that there was no positive future ahead for him.

Daniel had heard about the Khulisa Programme through a fellow inmate and during the pre-programme assessment, it became clear that Daniel was very depressed, unable even to make eye contact. He had been let down by a series of people in his life and found it difficult to trust others.

“**The Khulisa programme really helped me to regain my confidence. I like the feeling in the group room that the facilitators created where we were able to discuss topics without judgement or criticism. It was so nice to be accepted by the other participants and for them to value me and listen to my views. I realised that the behaviour that led me coming into prison wasn't really the 'true me'. The real me is a decent, caring man and the facilitators saw my potential which allowed me to see it in myself. The Khulisa course gave me back the voice that I had lost and never thought I would find again**”

Daniel

Daniel's support workers identified the following benefits in him taking part in the Khulisa programme:

- **An increase in confidence and self esteem - which led to him applying for jobs within the prison and obtaining a trusted role working on the wings.**
- **An increase in motivation - since completing the Programme, Daniel has been attending the prison gym. Prior to this he had found it impossible to get the motivation to do any exercise.**
- **More able to identify goals for the future - Daniel was able to work through how he would like his life to be in the future and set realistic goals to obtain this.**
- **Improved ability to identify triggers and manage emotions - after the programme, Daniel was able to deal with conflict situations in a more positive way.**

*Participant names and images have been changed to protect privacy



www.khulisa.co.uk

facebook.com/khulisauk

[@KhulisaUK](https://twitter.com/KhulisaUK)