

**KAINÉ MANAGEMENT LIMITED  
(LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2023**



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COMPANIES HOUSE

**Kainé Management Ltd**

Email: [info@kainemanagement.org.uk](mailto:info@kainemanagement.org.uk)  
Website: [www.kainemanagement.org.uk](http://www.kainemanagement.org.uk)

Tel: 0116 2616840  
Leicester, England



Company Number 7671466

Charity Number 1146981

**KAINÉ MANAGEMENT LIMITED  
(LIMITED BY GUARANTEE)**

**REPORT AND UNAUDITED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2023**

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**KAINÉ MANAGEMENT LIMITED  
(LIMITED BY GUARANTEE)**

**LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2023**

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<b>Incorporated</b>	15 <sup>th</sup> June 2011	
<b>Company Number</b>	07671466	
<b>Charity Registration</b>	24 <sup>th</sup> April 2012	
<b>Charity Number</b>	1146981	
<b>Company Directors and Charity Trustees</b>	Ms Jessica Amoako-Acheampong Ms Vanessa Calvert Ms Maxine Chambers Mr Christopher Jarram Ms Dana McLaughlin Ms Safiya Paul Mrs Rose Rock Mr Gregory Smith Mr Liam Sweeney Mr Takudzwa Zembe	Appointed 24 <sup>th</sup> May 2023    Resigned 6 <sup>th</sup> September 2022    Appointed 24 <sup>th</sup> May 2023
<b>Company Secretary</b>	G Smith	
<b>Registered Office and Operational Address</b>	LCB Depot, Studio 22 31 Rutland Street Leicester LE1 1RE	
<b>Accountants</b>	Topaz Solutions Limited Chartered Accountants 5 Giffard Court Millbrook Close Northampton NN5 5JF	
<b>Bankers</b>	NatWest Plc 1 Granby Street Leicester LE1 6EJ	
<b>Work Pension Provider</b>	Legal & General Group Plc 1 Coleman Street London EC2R 5AA	

**KAINÉ MANAGEMENT LIMITED  
(LIMITED BY GUARANTEE)**

11/03/23  
11/03/23

**LEGAL AND ADMINISTRATIVE INFORMATION (continued)**

**FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2023**

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**Professional and Legal Advisers**

Federation of Small Businesses  
Sir Frank Whittle Way  
Blackpool  
FY4 2FE

Voluntary Action Leicestershire  
9 Newark Street  
Leicester  
LE1 5SN

**Charitable Programme Partners**

De Montfort University  
Curve Theatre  
Leicester City Council  
Leicester College  
North Warwickshire & South Leicestershire College

**KAINÉ MANAGEMENT LIMITED  
(LIMITED BY GUARANTEE)**

**TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31ST MARCH 2023**

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We are pleased to present our annual report in this our 21<sup>st</sup> Year of existence. We present our report to 31<sup>st</sup> March 2023 in accordance with regulatory requirements for charities in England and Wales. This annual review of the year allows us to observe and adjust our work to ensure that we keep in line with current thinking and need. It is also important to assess what we have achieved to guide our decision making for the future.

**KEY OBJECTIVES**

We provide our work in accordance with the following objectives: -

- a) To promote equality and diversity for the public benefit, in particular by
  - (i) providing and supporting music and creative arts projects which foster integration and skills sharing between peoples from diverse backgrounds.
  - (ii) educating the public about different peoples and cultures, especially through music and arts, to increase awareness and understanding.
- b) To advance education for the public benefit.
- c) To act as a resource for young people in Leicester by providing advice and assistance, organising educational, physical and wellbeing programmes as a means of:
  - (i) advancing in life and helping young people by developing their skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals.
  - (ii) advancing education.
  - (iii) relieving unemployment.
- d) To provide or assist in the provision of facilities in the interests of social welfare for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disability, financial hardship, or social circumstances with the object of improving their conditions of life,

**DIRECTORS AND BOARD OF TRUSTEES**

We acknowledge the input of the trustees and express our gratitude for those who have now moved on. This dedicated team, with varied skills and expertise work diligently and ethically to implement activities to support community need. They are encouraged to keep abreast of policies and procedures and to attend training when available. We continue to be a thriving charity because of their input and ideas and innate desire to help people. Over the years we have gained recognition and built a quality reputation for supporting our local community and working in partnership with others. This continues to be our aim.

**CHARITY STRUCTURE, GOVERNANCE AND MANAGEMENT**

At its inception in May 2002 Kainé operated as a voluntary organisation working to its constitution. The organisation is now a charitable company limited by guarantee, incorporated on 15 June 2011, and registered as a charity on 24th April 2012. The company was established under a Memorandum of Association which established objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10. There are no persons or corporate organisations deemed to have significant control.

**OUR WORK, SERVICES AND BENEFICIARIES**

Our work includes advancement of education, performing arts, musical performances, community development, human rights, promotion of equality and diversity, prevention and poverty relief through various life-changing activities and programmes, directed towards the local community.

We deliver and develop programmes in accordance with our objectives, governing documents, operational policies, and procedures. The fundamental principle driving our aims is to enhance lives, care, add value and support vulnerable members of our society and those in need. We continue to work tirelessly to secure financial resources to meet local needs and develop local partnerships to contribute to this.

Where possible we provide support free of charge to beneficiaries, covering our costs through grants or donations. Other services we charge a small amount for, directing all income into work furthering our charitable objectives. Part of our responsibility to our stakeholders is to ensure continuity of delivery and sustain our services. We want to instil confidence in those who work with us and participate in our projects.

**KAINÉ MANAGEMENT LIMITED  
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**TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31ST MARCH 2023**

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**OUR WORK, SERVICES AND BENEFICIARIES (continued)**

Through the year we have continued to work for public benefit while navigating the difficulties the pandemic created. We have continued to look at a mix of delivery online as well as face to face with protective measures. We continue to collectively seek to allow participants to overcome barriers and inherit positive futures. We implement programmes to address problems and be a contributor to finding the solutions. Our work is grouped under Arts, Community and Education headings which we continue to instil through grant aid, local and national partnerships and seek support/sponsors to add to what we do.

**Operational Highlights**

In the past year we have worked to rebuild our work despite the negative impact of the pandemic. The City of Leicester has been hit hard but we have intentionally worked to maintain and celebrate every grant received and every project that has endured. This has been down to the board, staff and volunteers and we acknowledge their hard work and achievements. Our main highlight is that we have demonstrated resilience as a charity weathering the uncertainty of covid and adapting to online provision and seeking opportunity to make a difference.

**Charity's Operational Review**

As in the previous year there has been an increased emphasis on reporting, public accountability, and scrutiny of charities. We have risen to this challenge and improved our internal processes. Finance processes especially have been updated and made more rigorous.

We enjoyed the increase of face-to-face activities, during the past year and received a more positive response from participants from all our groups. The return of full choir rehearsals was especially welcomed as singing did not transfer well to online platforms.

**ARTS PROJECTS**

**Community choirs**

Our community choirs continue to be a great way of engaging with the local community and providing an opportunity to learn songs and perform. Participants continued to express the joy of singing that has helped to lift them after the pandemic. The organization manages Rothley Gospel Choir, Leicester Women's Choir, Curve Gospel Choir, Curve Junior Choir, and the Kainé Gospel Choir.

**Kainé Youth Voices** first launched in February 2022 with its target being 13 – 17 years who were interested in singing and performing. They completed performances at Curve Theatre, Sisters Can International Women's Day and Kainé Youth presentation events. The choir was then put on hold and will re-launch in the new financial year.

**EYMRC Choir Partnership (European Youth Music Refugee Choir)**

We continue to input/partner this project by providing singing tuition and choir development for refugee and asylum seeker young people. There are plans in place for a big growth of this project next year and we are looking forward to being involved.

**Oh Happy Days**

Singing is still a very important part of the school curriculum, and we continue to deliver workshops and provide opportunities for local schools to take part in cultural singing performances at the Curve Theatre. We are looking at the engagement of more singing tutors to be able to expand this work.

**KEY EVENTS**

We returned to our full performance schedule in association with Curve Theatre in 2022/2023 and continue to work on audience confidence in returning to performances. Our roster of events included Better Together Showcase, Festival of Choirs, Childrens Gospel Festival, Gospel Variety Showcase and the Kainé Youth Showcase. We are happy with the way our events have been delivered and received. We will continue to build this programme in 2023/2024.

**Youth presentation evening April 22**

Kainé youth collective organised a youth conference presentation evening with all Kainé's youth projects. The presentation evening taking place at St Martins House displayed the efforts and energies of young people and exhibitions of what they have been doing currently and throughout the year. The young people of Kainé also shared their experiences of volunteering with Kainé and presented some of their artistic talents. Friends, family, and locals came along to support and it was a great success.

**KAINÉ MANAGEMENT LIMITED  
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**TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31ST MARCH 2023**

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**KEY EVENTS (continued)**

**Yes You Can Graduation May 2022**

This year forty-five, year 8 and year 9 pupils from The Lancaster School, City of Leicester College, and Judge meadow were graduated. The graduation took place at Curve Theatre with the programme including former mentees speaking about the difference and impact of Yes You Can programme to their lives and where they were in life now. The keynote speech was presented by former mentee Joshua Malemba who had taken his experiences of the programme and was at university pursuing his dreams. We are very proud that we are able to give participants a taster of their first graduation and we look forward to hearing of the education and career pathways in the future.

One of the great strengths of this programme is its legacy and ability to attract former students to participate beyond year 8, or 9. The return of previous participants to contribute as mentors and speakers, is particularly inspiring. Their personal journeys of overcoming barriers to success since they were mentees adds a familiar and relatable feel to the graduation. We are grateful to these amazing young people and acknowledge their huge contribution to the community. The graduation took place at Curve Theatre. Once more former mentees spoke about the difference and impact of Yes You Can. The keynote speech was presented by former mentee Joshua Malemba. The Yes You Can project received a special visit from the leader of the Barbados Labour party Dr Ronnie Yearwood. The visit was featured in the national newspaper of the island. Over 45 pupils took part.

**Kainé 20th Anniversary celebrations June 22**

We were so happy to reach this milestone and be able to look back at our achievements and lessons learned over the years. This was our signature event and was a collaboration of board, staff, and members (from choirs and projects) with over 50 guests in attendance. Exhibitions were displayed of our history and branded merchandise sold. Heartfelt comments were presented in person, and it was inspiring to hear the reflections and speeches presented, in addition to online contributions from those who could not be there. The founders had a question-and-answer session on the organisation's beginnings and planning over the years. It was great to hear the 'where are they now' stories of those who were currently not participating.

**Better Together Showcase October 22**

This showcase is an artistic output of the experiences and collected histories of our Better Together Windrush group. The group creatively uses song and poetry to share their stories of old. The event that took place at Curve Theatre was sold out and a bigger space will have to be sourced for future events.

**COMMUNITY PROJECTS**

Kainé Youth Collective has attracted a team of 8 young people who have been meeting on a bi-weekly basis online. The group undertakes training on how to lead and manage groups, develop leadership skills, and conduct research on youth affairs. The group reviews Kainé Youth activities, makes recommendations and improvements to the work that Kainé does within their youth provision. Kainé Youth Collective have undertaken numerous activities, and challenges.

- Management group training by VAL,
- Hosted a youth presentation evening,
- Knitted for the homeless,
- Provided volunteer assistance to the Better Together seniors Windrush group.
- Donated food and clothing to St Vincent and the Grenadines appeal

**Future plans for Kainé Youth Collective**

- 1) Work collaboratively with the Kainé Board of directors
- 2) Seek opportunities to promote and support local social justice issues.

**Girls Can...**

Girls Can... continued to grow in popularity in the city. We were able to run 3 strands of the work over this past year.

- Girls Can Pathways [Funded by Shire Community Grant] ran a sixteen-week programme which engaged girls ages 11-15 years, who live in Leicestershire to think about their future plans, careers, university options, apprenticeships and to consider skills for the future. Face-to-face sessions focused on employability skills, visits to H.E and F.E establishments, meeting professionals, identifying role models and preparing personal career development plans. We worked closely with our (city based) central Girls Can Group.
- Girls Can Summer Programme offered a wide range of activities throughout the 6 weeks. They engaged in creativity and dance and took the girls to Lazer Quest. These activities promoted creativity, self-expression, and encouraged girls to explore their artistic talents. The summer programme had the largest cohort of girls compared to previous years with over 26 registrations. Feedback has reported improved self-confidence and motivation. This season of activity was funded by Awards 4 All.
- Girls Can – Evington Youth Centre ran afternoon sessions once a week to target girls in the Evington area. This work was funded by Evington Ward funding and is contributing to youth engagement at the centre.

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**TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31ST MARCH 2023**

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**COMMUNITY PROJECTS (continued)**

**Girls Can** continued to meet the needs of girls aged 11-15 in areas of the City where lack of opportunities for young people often leads to anti-social and negative behaviors. Girls Can was able to work with participants to build character, instill trust and respect as well as engage them in a wide range of activities including discussions of body positivity, meeting female role models and sports taster sessions.

**Sisters Can** is currently still growing its numbers. They have been able to resume meeting up physically, post covid. Most importantly Sisters Can hosted their own International Women's Day event and shared positive works on social media. We continue to work with this 18 plus age group to help them steer their lives into adulthood.

**The Better Together Windrush Project** was successfully implemented, bringing the intergenerational dynamic of senior citizens and young people together to share their experiences of migration to the UK. The project launched on Windrush Day and ended in Black History Month. Throughout the duration of the project seniors and young people were able to befriend each other, explore their differences and share inspirational stories of migration. The Windrushers were also able to meet other Windrushers in Derby, take a trip to Kew Gardens, visit the University of Loughborough and make presentations, hold their own Windrush showcase (Oct 2022) and much more. Very positive feedback was received from the attendees of the project and the University of Loughborough staff. We were privileged to engage in this work that redresses the balance of the Windrush Scandal and negative treatment of Caribbean people who came here, in answer to an invitation to re-build Britain after the war.

**ADVANCEMENT OF EDUCATION AND LIFE SKILLS DEVELOPMENT**

**Yes You Can**

Our flagship programme continues to be in demand from secondary schools across the City. Year 8 and 9 pupils took part, experiencing visits to FE and HE institutions, meeting the Lord Mayor of Leicester to talk about civic participation, exploring their own identities and abilities, and building resilience to take on life's challenges. The programme during this past year experimented with a different time schedule which took us to a June 2023 graduation. We will be collating feedback from schools on whether this works better for them. One of the great strengths of this programme is the return of previous participants to contribute as mentors and speakers, inspiring younger students by describing their journeys since they were originally part of Yes You Can. We are grateful to these amazing young people and acknowledge their huge contribution to the community.

**Black History Season Roadshow**

This Roadshow toured 6 FE campuses in the City and County of Leicestershire and brought a show including music of Black origin, Caribbean food, and an exhibition about Black History, to extend students' knowledge of the African and Caribbean experience and engage them in celebrating it.

**Find Your Voice/Find Your Voice ESOL**

We continued this work with FE Colleges in late Autumn as colleges started to open to outside organisations delivering on their premises. The established platforms for the sharing of opinions and discussions in a safe space has proved valuable for these participants and has been a platform for change in some establishments. Find your Voice provides a valuable function in colleges promoting the retention and progression of Black students.

**CHALLENGES, PRINCIPAL RISKS AND UNCERTAINTIES**

Kainé has been affected by the inflationary increases to the cost of living being experienced by those across the country and particularly in our city which hosts some of the poorest neighbourhoods. This has not only affected our participants' ability to be able to afford our services but also affects our inability to increase salaries for our personnel, which are our greatest resource.

Our ability to apply for and secure grants will always be a factor in our business growth, as social need increases, but this has been hit by the increased competition for said grants and it is hard. But we continue to pursue this line of income as it enables us to provide some services for free to help participants engage.

Kainé have introduced new strategies to look at increasing income. Our fundraising strategy will help assist this which includes recruiting sales, marketing and business development volunteers, developing income raising events and pursuing sponsorships and investment for elements of our work. If the government's inflationary reduction strategies do not succeed then there remains a risk to business growth as adjustments to our ongoing business costs will have to factor these increases.

Kainé relies on its volunteer workforce and a potential risk was the decline in volunteer recruitment as people opt for more paid opportunities. At present this has not curbed interest in attracting volunteer placements. Kainé Management mixed business approach allows us to divert our work to areas of growth.



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**TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31ST MARCH 2023**

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**CHALLENGES, PRINCIPAL RISKS AND UNCERTAINTIES (continued)**

**Political environment**

Ongoing civil service strikes, NHS, Rail and Teachers strikes have fettered some aspects of our business and has increased the cancellation of school-based activity. This is set to continue.

We continue to keep abreast of changes to government policies and strategies both locally and nationally, to put us in the best position to benefit from opportunities.

**MANAGEMENT POLICIES AND PROCEDURES**

We have pledged to increase recruitment onto the board and to divide roles and responsibilities within the board to streamline and organise our efforts and skill base more effectively. The reviewing of policies and procedures would ideally fall within the area of governance and responsibility of the board member. Our core policies and procedures remain imperative for maintaining good governance. We continue to review and update them accordingly.

We have increased our efforts to develop our HR provision with the recruitment of qualified/experienced volunteers who have begun to overhaul our recruitment processes and strategies. The fruits of their work have been seen in the implementation of a volunteer process and recruitment.

We have continued to keep safeguarding at the fore front of our thinking and purchased training from the NSPCC and staff working with children and young people have been undertaking this training.

**Internal Controls and Procedures**

Our continued membership of the FSB, and Voluntary Action Leicestershire is helping to shape and grow our internal controls and procedures. We keep abreast of policy changes and have review schedules for this. We continue to make efforts to ensure that the board, staff, and volunteers know their roles and responsibilities and act in accordance with policy and our Articles of Association our organisation governing document. We continue to work towards the various strands of equality and diversity legislation.

**ACTIVITIES SINCE THE END OF THE YEAR**

Since April 2023 we have been working to implement our plans to grow our organisation for the benefit of the community we serve.

Our area of development has increased with refugee and asylum young people. Kainé collaborated with the Redcross to provide activities for girls based at the Ibis Hotel through our Girls Can programme. Important links were made, and we are now seen as a credible provider of youth provision with this agency. We further strengthen our work with the European Youth Music Orchestra in providing music services for a weekend singing event in Bristol, the partnership also involved Leicester college. Over 25 asylum and refugees' students were supported through this project. The Evington Youth Centre has become the sight of explorative youth work through our Girls Can funding and given our experience in community development we hope to ignite future community youth programming.

We have been successful in a few grants that have enabled us to not only deliver projects but contribute to core costs but we need more of these.

**PLANS FOR YEAR 2022-23**

- We seek to develop new partnerships and are well on our way to achieving our goals with this work.
- Implement our fundraising strategy and develop new income streams.
- To continue to be a lead in the development of The Leicester Windrush Consortium [ a collaboration between Black local interest community groups and local authority teams seeking to commemorate and celebrate the Windrush Generation.
- To work more regionally through establishing links with Derby (West Indian Centre) and Nottingham (APNA Centre) to grow and strengthen Windrush related work.
- To strengthen and broaden our programme of work under our Arts, Community and Education Headings.
- Continued recruitment mapping around Kainé to identify and fill gaps to serve our growing and complex needs.
- We are continuing to explore ways of exploiting technology and our website and social media applications are assisting us to deliver and function more effectively in the workplace.

**KAINÉ MANAGEMENT LIMITED  
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**TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31ST MARCH 2023 (continued)**

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**OUR VISION**

Twenty years of operation in this city has enabled us to know and understand our community needs, gain valuable experience, and learn lessons on which to grow. Our core values and mission are more important now than ever. We want to see our participants identify and overcome barriers, gain new skills and experiences, and inherit positive futures. We have built a reputable profile evidenced by the repeat and consistent work we undertake with our stakeholders. We retain the youth voice through our Youth Collective and newly elected youth Directors and will continue to grow our influence through our activities. We will continue to build on good governance and broadening our cultural offer to the people of Leicester.

**CLIMATE CHANGE INVESTMENT AND CONTRIBUTION**

We continue to explore ways of conserving the environment, through simple acts, i.e. adopting non-paper usage in our office space, disconnecting electrical appliances, recycling and re-using. Recent charitable grants have also prompted us to see how we can link our social justice work to environmental concerns in real ways in the community.

**TRUSTEE CONFIRMATION AND DECLARATION**

We value the work of independent professionals: our advisors, bankers, regulators including our Independent Examiner. The Board of Trustees appointed Topaz Solutions Limited to carry out the independent examination of our financial records for the financial year ended 31 March 2023.

As trustees, we continue to work to perform our responsibilities of maintaining adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. We also take our responsibility for safeguarding assets of the charity including provision of mechanisms to prevent and detect fraud, irregularities or any other unethical practices or behaviour, very seriously.

The Board of Trustees (Directors) acknowledge their responsibility. They are satisfied that for the year ended 31 March 2023, the charity meets conditions for exemption from an audit as set out in the Charities Act 2011 and the Companies Act 2006.

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

As Trustees who are also Directors of the charity for the purposes of company law, we are responsible for preparing the Annual Report and Accounts in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial year. We have prepared accounts for this financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting standards and applicable law). We have approved these accounts as we are satisfied that they give a true and fair view of the state of affairs of Kainé Management Ltd and of the incoming resources and application of resources, of Kainé Management Ltd for the year. This includes income and expenditure for the accounting period.

In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently.
- Observe the methods and principles in the Charities SORP
- make judgements and accounting 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, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue to operate.

**FINANCIAL REVIEW AND CHARITABLE FUNDS**

**Restricted Funds**

Restricted funds are subject to restrictions of their expenditure by the donor or through the terms of appeal for funds.

**Unrestricted funds**

Unrestricted funds are spent or applied at the discretion of the Trustees to further any of the charity's purposes. Unrestricted funds are also used to supplement expenditure made from restricted funds for example; a restricted grant may have provided part of the funding needed for a specific activity.

**Reserves**

The trustees have set a reserves policy which requires reserves be maintained at a level which ensures that 6 months organisation's core activity could continue during a period of unforeseen financial difficulty. A proportion of reserves be maintained in a readily accessible form. Agreed 4th November, 2012.

The charity made a deficit for the year of £(8,177) (2022 – surplus £12,393). The Charity has unrestricted reserves of £16,997 and restricted reserves of £19,797.

**KAINÉ MANAGEMENT LIMITED  
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**TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31ST MARCH 2023 (continued)**

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**ACKNOWLEDGEMENTS**

On Behalf of the charity, the Board of Trustees would like to recognise all those who have contributed to the building of Kainé Management over the years. This includes our Director/Trustees, Staff, volunteers, funders and partners and participants in our arts, community and education programmes. It is clear that Kainé has reached beyond its humble beginnings as a voluntary management group established in 2002. The evolution into a registered charity and private company limited by guarantee to a long history of implementing good works is testament to the dedication and commitment of these persons serving the needs of the citizens of Leicester.

The Financial Statements were approved by the Board of Trustees and authorised for issue on 30<sup>th</sup> November 2023.



.....  
**Maxine Chambers**  
Director and Trustee



.....  
**Gregory Smith**  
Director and Company Secretary

**INDEPENDENT EXAMINORS REPORT  
TO THE MEMBERS OF KAINÉ MANAGEMENT LIMITED (LIMITED BY GUARANTEE)**

I report to the Trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of Kainé Management Limited for the year ended 31<sup>st</sup> March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with the section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

**Responsibilities and basis of report**

As Trustees of a charitable company, you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006, ("the "2006 Act").

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

As permitted by Direction 2, issued by the Charity Commission the firm for which I work has provided the Company with bookkeeping services during the year ended 31<sup>st</sup> March 2023. As a consequence, I have followed the requirement of the FRC's Ethical Standard when undertaking this assignment.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the financial statements present a 'true and fair' view, and my report is limited to those specific matters set out in the independent examiner's statement.

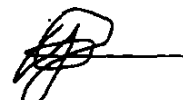
**Independent examiner's statement**

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



**Vanessa Graham FCA  
Topaz Solutions Limited  
Chartered Accountants & Registered Auditor**

5 Giffard Court  
Millbrook Close  
Northampton  
NN5 5JF

4<sup>th</sup> December 2023

**KAINÉ MANAGEMENT LIMITED  
(LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2023**

	Notes	Unrestricted Funds £	2023 Restricted Funds £	Total Funds £	2022 Total Funds £
<b>Income and endowments from:</b>					
Donations and legacies		908	-	908	333
<i>Income from charitable activities:</i>					
Grants receivable	2	2,557	29,184	31,741	83,267
Fees and services		3,948	-	3,948	2,391
Fund raising activities		23,144	-	23,144	14,365
<i>Other income</i>					
Bank interest		17	-	17	2
<b>Total income</b>		<b>30,574</b>	<b>29,184</b>	<b>59,758</b>	<b>100,358</b>
<b>Expenditure on:</b>					
Expenditure on charitable activities	3	28,732	39,203	67,935	87,965
<b>Total Expenditure</b>		<b>28,732</b>	<b>39,203</b>	<b>67,935</b>	<b>87,965</b>
<b>Net movement in funds</b>		<b>1,841</b>	<b>(10,019)</b>	<b>(8,177)</b>	<b>12,393</b>
Total funds brought forward		4,104	40,867	44,971	32,578
Transfers between funds		11,051	(11,051)	-	
<b>Total funds carried forward</b>		<b>16,997</b>	<b>19,797</b>	<b>36,794</b>	<b>44,971</b>

The results for 2022 include restricted grant income of £83,267 and restricted expenditure on charitable activities of £67,288, which is described in note 3 of the accompanying notes to the accounts.

The statement of financial activities includes all gains and losses recognised in the year. The surplus for the year for Companies Act purposes is the surplus reported above.

All income and expenditure derive from continuing activities.

The accompanying notes on pages 13 to 17 form an integral part of the accounts.

**KAINÉ MANAGEMENT LIMITED**  
**(LIMITED BY GUARANTEE)**

**BALANCE SHEET**

**AS AT 31ST MARCH 2023**

	Notes	2023		2022	
		£	£	£	£
<b>Fixed Assets</b>					
Tangible fixed assets	6		5,305		6,231
<b>Current Assets</b>					
Debtors	7	7,705		5,840	
Cash at bank and in hand		27,917		37,924	
		<u>35,622</u>		<u>43,764</u>	
<b>Creditors:</b>					
Amounts falling due within one year	8	(4,133)		(5,024)	
<b>Net Current Assets</b>			31,489		38,740
<b>Net Assets</b>			<u>36,794</u>		<u>44,971</u>
<b>Represented by:</b>					
Restricted funds	9		19,797		40,867
Operating fund	10		16,967		4,104
			<u>36,794</u>		<u>44,971</u>

For the financial year ended 31<sup>st</sup> March 2023 the company was entitled to exemption from audit under section 477 Companies Act 2006. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and if its profit or loss for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and 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) (effective 1<sup>st</sup> January 2016) – 'Charities SORP (FRS 102)'.

Approved by the Board for issue on 30<sup>th</sup> November 2023



**Maxine Chambers**  
Trustee

The accompanying notes on pages 13 to 17 form an integral part of the accounts.

**KAINÉ MANAGEMENT LIMITED  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2023**

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**1 Accounting policies**

**1.1 Basis of preparation**

The Financial Statements have been prepared in accordance with applicable Accounting Standards in the United Kingdom and 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) (effective 1<sup>st</sup> January 2016) – "Charities SORP (FRS 102) and the Companies Act 2006.

**1.2 Incoming resources**

All incoming resources are included in the statement of financial activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy. There has been no offsetting of assets and liabilities or income and expenses, unless required or permitted by the FRS 102 CHARITIES SORP or FRS 102.

Grants and donations are included in the Statement of Financial Activities when the general income criteria are met in accordance with paragraphs 5.10 to 5.12 of FRS 102 CHARITIES SORP.

Legacies are included within the Statement of Financial Activities when receipt is probable, that is when there has been grant of probate, the executors have established that there are sufficient assets in the estate and that any conditions attached to the legacy are either within the control of the charity or have been met.

**1.3 Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Designated funds are unrestricted funds set aside by the Trustees for use for specific purposes. Restricted funds are grants and donations which have been received for specific projects of the charity.

**1.4 Tangible Fixed Assets**

Tangible fixed assets, other than freehold land, are stated at cost or valuation less depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value over their expected useful lives on the following basis:

Computers, equipment, fixtures, and fittings - 25% Reducing balance

**1.5 Financial Instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

**Classification of financial liabilities**

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all its liabilities.

**KAINÉ MANAGEMENT LIMITED  
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2023**

**1 Accounting policies (continued)**

**1.5 Financial Instruments (continued)**

**Basic financial liabilities**

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method. Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

**1.6 UK taxation**

*As a registered Charity, the company is exempt from certain elements of UK Corporation Taxation.*

**1.7 Expenditure**

Expenditure is recognised when there is a legal or constructive obligation to make a payment to a third party. Costs of charitable activities comprise the costs incurred by the Charity to meet its charitable objectives, the provision of services and facilities. Support costs are those costs incurred to enable the Charity to deliver its programme of activities

**2 Grants receivable (Restricted Funds)**

		Grants Received	
		2023	2022
Grant Donor		£	£
BBC Children in Need	Girls Can/Yes You Can	9,987	25,709
Big Lottery	Girls Can	-	9,987
HM Revenue & Customs	Coronavirus JRS Grant	-	5,424
Leicester City Council	Business Development & Diversification	-	3,000
Leicester City Council	Windrush Commemoration Events	5,000	-
Leicester County Council	Shires Community – Girls Can	1,000	5,350
Leicester County Council	Wycliffe Ward Showcase	400	-
UK Youth		-	23,205
Windrush Day Grant	Windrush Community Projects	12,797	10,592
		<u>29,184</u>	<u>83,267</u>



**KAINÉ MANAGEMENT LIMITED**  
**(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31ST MARCH 2023**

**3 Expenditure on charitable activities**

	<b>2023</b>	<b>2023</b>	<b>2023</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Salaries and wages	13,562	11,643	25,205
Project and fundraising costs	7,759	11,671	19,430
Support costs (note 4)	7,412	15,889	23,301
	<u>28,733</u>	<u>32,903</u>	<u>67,936</u>
	<b>2022</b>	<b>2022</b>	<b>2022</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Salaries and wages	-	43,320	43,320
Project and fundraising costs	1,752	8,797	10,549
Support costs (note 4)	18,925	15,171	34,096
	<u>20,677</u>	<u>67,288</u>	<u>79,679</u>

**4 Support Costs**

	<b>2023</b>	<b>2023</b>	<b>2023</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Salaries and wages	-	10,271	10,271
Premises costs	865	2,667	3,532
Administration costs	3,417	2,951	6,368
Governance costs	3,130	-	3,130
	<u>7,412</u>	<u>15,889</u>	<u>23,301</u>
	<b>2022</b>	<b>2022</b>	<b>2022</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Salaries and wages	8,286	-	8,286
Premises costs	334	2,667	3,001
Administration costs	4,518	7,381	11,899
Governance costs	5,787	5,123	10,910
	<u>18,925</u>	<u>15,171</u>	<u>34,096</u>

**KAINÉ MANAGEMENT LIMITED**  
**(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31ST MARCH 2023**

**5 Trustees Remuneration**

The Trustees did not receive any remuneration during the year under review and there were no reimbursed expenses (2022 - £nil).

**6 Tangible Fixed Assets**

	Computer Equipment £	Furniture & Fittings £	Plant & Equipment £	Total £
<b>At Cost</b>				
At 1 <sup>st</sup> April 2022	7,405	7,864	4,318	19,587
Additions	449	-	240	689
	<u>7,854</u>	<u>7,864</u>	<u>4,558</u>	<u>20,276</u>
<b>At 31<sup>st</sup> March 2023</b>				
<b>Depreciation</b>				
At 1 <sup>st</sup> April 2022	3,038	7,341	2,977	13,356
Charge for the year	1,119	131	365	1,615
	<u>4,157</u>	<u>7,472</u>	<u>3,342</u>	<u>14,971</u>
<b>At 31<sup>st</sup> March 2023</b>				
<b>Net Book Value</b>				
At 31 <sup>st</sup> March 2023	<u>3,697</u>	<u>392</u>	<u>1,216</u>	<u>5,305</u>
<b>At 31<sup>st</sup> March 2022</b>	<u>4,367</u>	<u>523</u>	<u>1,341</u>	<u>6,231</u>

**7 Debtors**

	2023 £	2022 £
Amounts receivable	7,705	5,782
Other debtors and prepayments	-	58
	<u>7,705</u>	<u>5,840</u>

**KAINÉ MANAGEMENT LIMITED**  
**(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31ST MARCH 2023**

<b>8</b>	<b>Creditors: amounts falling due within one year</b>	<b>2023</b>	<b>2022</b>
		<b>£</b>	<b>£</b>
	Trade creditors	1,336	4,289
	Social security and other taxes	272	575
	Pension liabilities	125	160
	Accruals	2,400	-
		<u>4,133</u>	<u>5,024</u>

**9 Restricted Funds**

Restricted funds represent grants received for specific projects. Expenditure is matched to income over the period of the grant.

<b>10</b>	<b>Analysis of Net Assets Between Funds</b>	<b>General Fund</b>	<b>Restricted Funds</b>	<b>Total</b>
		<b>£</b>	<b>£</b>	<b>£</b>
	Fund balances at 31 <sup>st</sup> March 2023 are represented by: -			
	Tangible fixed assets	5,305	-	5,305
	Debtors	7,705	-	7,705
	Cash at bank & in hand	8,120	19,797	27,917
	Creditors	(4,133)	-	(4,133)
		<u>16,997</u>	<u>19,797</u>	<u>36,794</u>
	Fund balances at 31 <sup>st</sup> March 2022 are represented by: -			
	Tangible fixed assets	6,231	-	6,231
	Debtors	2,329	3,511	5,840
	Cash at bank & in hand	568	37,356	37,924
	Creditors	(5,024)	-	(5,024)
	Deferred income	<u>4,104</u>	<u>40,867</u>	<u>36,794</u>

**11 Controlling Party**

The company is limited by guarantee. There is no controlling party.