



**khulisa**

**Trustee Recruitment Pack  
2020**





## A Welcome from our CEO

Thank you for your interest in the role of Trustees at Khulisa.

I am hugely proud of the achievements of our team, particularly over the last 12 months where we have overcome huge challenges in the wake of Covid-19, and are responding well to the surge in demand for mental health and wellbeing services for young people across the UK.

Khulisa's work continues to be known for putting well-being at the heart of rehabilitation; increasing self-esteem, enabling educational inclusion and reducing violence and re-offending. The highlights of the last 12 months, include:

- **Increasing our reach to young people** – Khulisa supported over 720 young people in prisons, pupil referral units, schools. A record 66% of participants report improved emotional wellbeing (up from 64% in 2018/19).
- **Expanding our Trauma Training for professionals** – Khulisa supporting over 3,400 professionals, 100% found training useful and 100% felt prepared to put knowledge they've learnt into practice.
- **Piloting a deep, partnership model to preventing youth violence.** Our participants started our programme with a well-being score below the national average (47.5), and completed it above the national average (51). **Improving our financial sustainability** – we have grown our income by 12% and diversified our income substantially.
- **Responding quickly to Covid-19** – since the outbreak of Covid-19, Khulisa has transformed our delivery model onto an online platform. We now have digital programmes and toolkits which ensure young people have access to our team wherever they are. Since the pandemic 50 young people have joined our digital programmes, and over 3,000 professionals have joined our digital training sessions (6 times more than we achieved in the entirety of the prior 12 months).

We are looking for new Trustees to support us in reaching our ambitious goals over the next three years. We have an excellent and high-performing team, a well established and vibrant Board that is keen to step up and meet the new challenges that lie ahead. Khulisa is well placed to scale our services to meet the surging demand across the country, and we look forward to welcoming new Trustees to help us meet our goals.

I would be delighted to consider applications from a range of backgrounds and previous experience on boards is absolutely not essential. I look forward to hearing from you.

Cara Cinnamon  
CEO





## About Khulisa

Khulisa (meaning 'to nurture' in Zulu) is an award-winning national charity with South African roots. Our programmes have been successful in reducing violence and conflict in post-apartheid South African communities since 1997 and was first piloted in the UK in 2007.

Since then, Khulisa has developed a reputation as experts in reducing reoffending and crime by supporting young people and prisoners to explore the root causes of their disruptive or violent behavior. Often this behaviour is symptomatic of experiences of trauma, abuse and neglect.

We have worked in prisons since 2007 and in schools and pupil referral units (PRUs) since 2011, delivering SEL (social and emotional learning) programmes. It is now widely accepted that children's social skills (such as conscientiousness, self-discipline and perseverance) are more accurate predictors of their health, wealth and criminal history in later life than IQ or social background.

*"It was as if this programme was made for me, I was in the right place and I learnt that people want me around. I learnt how to trust people. It helped me get more confidence and it helped me a lot to control myself. I'm proud of myself, I did really well compared with how I am in class"*  
– Billy, 13

As such, Khulisa's team of therapists work with young people to provide a range of interventions which are designed to build social and emotional skills. Recent evaluations of our work show that only 7% of our beneficiaries go on to re-offend (almost 8 times lower than the control group), and that young people's motivation, self-confidence and wellbeing are significantly improved.

Over time we have also realised the critical importance of young people having positive relationships and being in an environment which responds effectively to their emotional needs. As a result, we now take a whole-school or whole-prison approach, delivering our interventions in tandem with professional training for prison officers and teachers.

With 12 staff, we support 1,000 young people and train over 3,000 professionals each year. Our key partners include local authorities, schools and prisons. We are also members of London Youth, Clinks, the SCYJ and various other community groups that promote the wellbeing of vulnerable young people.



## Our Core Beliefs

**Trauma** is the root cause of violence, social exclusion and crime. Young people who experienced trauma or adversity are proven to experience delays in social and emotional development. This can have life limiting consequences and often leads to life of violence, social exclusion and crime.

**Emotional Health** is the key indicator of positive life outcomes for young people. Young people who are demonstrating repeated patterns of violent or disruptive behaviour are expressing a social or emotional need which is not being met. They need support and adequate care, not further punishment or exclusion.

**Social & Emotional Skills** are proven to promote positive life outcomes and are disproportionately valuable to the most disadvantaged groups. But, new skills will only do so much for young people. We must **build skills** whilst helping individuals to build **positive relationships** in **nurturing environments**. These are the three essential conditions for positive wellbeing.

## Our Values

- **To Nurture:** Supporting growth and capacity to enable greater emotional intelligence individually and as a team (self-awareness)
- **To Restore:** Working effectively and restoratively as part of a team – a strengths-based approach to problem-solving and conflict resolution (Relational)
- **To Empower:** Enabling others to thrive and make healthy choices for self, others and the organisation (Community)
- **To Guide:** Leading projects, teams or people in pursuit of our purpose (Moments of Truth)



Khulisa facilitator delivering an ice-breaker

*“Khulisa’s programme has had a deep impact on several of the students. It has opened a bit of a Pandora’s Box for some students and is just the beginning of a process that the students will need continued support with.”*  
– College Principal, NewLAP College, Newham, 2019



## Strategic Focus 2021 – 2024

We are inviting new Board members to join us in the next phase of strategic planning and development, implementing Khulisa's 2021-24 strategy.

The emerging strategy is set to be launched in January 2021.

We are ambitious to scale our work, to capitalise upon the learnings we've made delivering our programme online during the covid-19 pandemic and to develop our fundraising potential. The key elements of the strategy focus on:

**Who?** Excluded or marginalised young people and prisoners and the professionals, peers and parents who support them.

**What?** Helping more young people, through deeper more intensive provision where they can build social and emotional skills and develop positive relationships in nurturing spaces.

**How?** Delivering longer, more intensive group programmes both online and offline. Upskilling young people and the people around them.

**Why?** Children's social skills are more accurate predictors of their health, wealth and criminal history in later life than IQ or social background. We know that investing in their well-being is a vital factor in keeping them free from the cycle of violence.

During this strategic period, we would like to focus on four areas:

1. **Reaching more young people.** We aim to reach over 30,000 young people through group work with young people and via training to professionals, parents and carers.
2. **Improving young peoples emotional health** (70% target)
3. **Engaging professionals** in a trauma-centred approach and encouraging them to make changes to their practice (70% target)
4. **Schools and Prisons showing improvements in their communities**, linked to the wellbeing of both staff and young people (70% target)



## Being a Trustee for Khulisa

We have two vacancies and alongside a passion for our cause, we are looking for people with specific skills in

**HR (specifically organisational development)**

**Data protection**

**Strategic communications and campaigning**

We are an inclusive charity and believe in giving everyone an equal chance to succeed. Applications are welcome from all regardless of age, sex, gender identity, disability, marriage or civil partnership, pregnancy and maternity, religion or belief, race, sexual orientation, transgender status or social economic background.

*"I've been impressed from day 1 with the ambition and professionalism of the whole team at Khulisa and the commitment to creating and demonstrating positive impact for young people. Trauma informed support for young people's wellbeing has never been more vital than it is right now and it's an honour to serve as Trustee at this critical time."*

*- Phillipa Frankl, Trustee*

Given the nature of our work serving young people who have experienced trauma and adversity, we are especially interested in hearing from applicants who have lived experience of youth violence, school exclusion and/or the justice system.

Over a third of our participants across the country are from a BAME background and we are looking to build a board that is representative of this and reflective of the particular needs and barriers that non-white people face.

## What Trustees Do

Trustees, along with our supporters, beneficiaries and staff, are one of the key groups of people who make up Khulisa.

As a Trustee you'll use your knowledge, skills, and experience to ensure Khulisa achieves its charitable objectives and represents the interests of all our stakeholders. Each trustee helps the board of trustees reach sound decisions about the sustainability of the organisation. This may involve scrutinising board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the trustee has special expertise.

Key responsibilities of our Trustee Board are to:

- Set the key aims, objectives, and direction of Khulisa
- Support staff to ensure the Charity and its resources are well-managed
- Promote, safeguard and act in, the best interests of Khulisa at all times
- Ensure that Khulisa complies with all the statutory requirements of a charity



## What we are looking for

A commitment to Khulisa and our work to support young people who have experienced trauma and adversity.

A willingness to devote the necessary time and effort

Strategic vision

Good, independent judgement

An ability to think creatively

A willingness to speak their mind

An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship

An ability to work effectively as a member of a team

### Time Commitment

Our board usually meets 4 times per year as a whole board, and then an additional 4 times per year as part of a committee (either a Programmes Committee or Finance and Fundraising Committee). In addition, we ask Trustees to be available to provide ad-hoc support on specific projects related to their area of expertise and to represent the charity at external events.

### Our other Trustees

Our other trustees come from a range of backgrounds in the charity, public and private sectors. Some have lengthy experience of being charity trustees, some are newer to board membership. We value both trustee experience and the fresh view and perspective that comes with not having been a trustee before.

*"I love being the Chair of Khulisa because it allows me to work with a team of passionate, experienced professionals who are known experts in helping young people to improve their emotional resilience and wellbeing. I learn something every time I work with them and feel honoured to play even a small part in their journey. They are truly a special team and they have big and ambitious plans which is so exciting for any incoming Trustees."*

– Shivonne Graham, Interim Chair

### Support for Trustees

Khulisa is committed to providing good quality support and supervision. We use a buddy scheme to assign an existing trustee to support their initial induction to the Board. New Trustees are also welcome to ask for support from the team and the Chair at any time, and have access to various resources through our corporate partners and NCVO membership



## Applying to be a Trustee

Please apply in writing with a CV and Supporting Statement, highlighting your interest in the role and your relevant skills and experience.

Please send this to [info@khulisa.co.uk](mailto:info@khulisa.co.uk)

The closing date for applications is **30 November 2020**.

An informal chat can be arranged with Cara to discuss the position too.

### Previous convictions

There is a small range of offences – mainly fraud, sexual offences and terrorism-related offences – which can currently disqualify some people with unspent convictions from serving as a charity Trustee. Even in these cases, individuals can apply for a 'waiver' and this is often granted. If this is a matter of concern for you, please raise it – completely privately – with Cara during an informal chat and we'll offer advice.

*"I found the process clear and the communications good with my own recruitment."*  
– Ellie, Director for Fundraising and Operations

### Recruitment timetable

30 November 2020 – Closing date for applications

w/c 7 December 2020 – Zoom based Interviews





[www.khulisa.co.uk](http://www.khulisa.co.uk)

CVs and Supporting Statements should be sent to [info@khulisa.co.uk](mailto:info@khulisa.co.uk)



[info@khulisa.co.uk](mailto:info@khulisa.co.uk)

The closing date for applications is 30 November 2020.



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

We look forward to hearing from you.

