



**Chair of Trustees  
Terms of Reference 2021**





## About Khulisa

The name Khulisa, meaning 'to nurture' in Zulu, hails back to our South African roots where our founding sister charity was launched in 1997. 10 years later, following the success of restorative justice programmes in Johannesburg, Khulisa was brought to the UK where we have since expanded our reach from London, into the North West, and Midlands. We work with young people between the ages of 11 and 25 who, due to emotionally traumatic events in their childhood, are at risk of, or have experience of social exclusion, violence and criminal behaviour.

As such, these young people experience ill-mental health, exclusion from mainstream education, imprisonment and other poor life outcomes. Rather than punishing these vulnerable young people further, we take a uniquely therapeutic approach, identifying the root causes of their behaviour, and providing them the skills and support they need to make constructive decisions, advocate for themselves in a healthy way, and divert away from criminal activity.

*"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

Since our inception in the UK, we've grown rapidly. We've supported over 5,000 young people, and trained 5,057 adults to better support them. We've developed a solid evidence base to support our theory of change and doubled our turnover (just under £1 million in 20/21).

Originally delivering solely in prisons, we've adapted our approach to earlier intervention, delivering in schools and a range of care and community settings. Following the pandemic, we've also adapted to delivering through online and broadcast platforms. The results of our programmes were last year recommended as 'statistically significant' in a joint study by Nesta and the University of Sussex. We have just launched our new three year strategy which will drive impact into new regions, leverage young people's voices, expand our support for the parents/carers of vulnerable children, and deploy our impressive evidence base to motivate policy change.



## Need

Khulisa is now on the cusp of an exciting growth phase. We've worked hard to position ourselves to scale under our new three year strategy, and have a formidable talent base and board to support this.

We're now working to fill a key role in helping drive this aspiration in the form of a Chair to join our diverse and highly skilled board of trustees.

## The Role

This role will be external facing, and supported by a co-Chair who will oversee Khulisa's governance piece.

In order to deliver against a set of ambitious long term goals, we are seeking an outward facing representative who will support us to drive revenues and reach new audiences. We need someone authentic who embodies our brand values; **to nurture, restore, guide and empower**, and, ideally, has experience themselves, either directly, or closely, of the issues we advocate for.

This could include; growing up in a challenging environment, with potential experience of mental health issues, crime, drugs or alcohol dependence in their family, poverty or food scarcity.

The role would help us to;

- triple our impact reach over the next three years
- drive revenues to support ambitious expansion plans
- become a household name in driving impact in the education and justice sectors.

Our current board has an exceptional range of skills and networks which have provided Khulisa with the support and scrutiny needed to reach our current standard of high performance. We now seek someone to drive networks and awareness as we embark on this next stage of growth.



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*



## Project Specification

To support this aspiration, we are seeking an executive search partner who knows our sector, has a high profile and diverse network to draw on, and who understands the needs and potential of a fast growing charity.

We will be looking to work closely with the search partner to develop the role criteria, and agree outcomes, including identifying a shortlist of excellent potential candidates and providing briefing materials and personal opportunities for candidates to really understand Khulisa's work. We're keen to fulfil this Chair role, and willing to take the time necessary to ensure we secure the right person.

We maintain a working culture which drives high professional standards and places high value on diversity, inclusion and wellbeing. Getting the right people on board is key and as we look to invest in this area of governance, we need someone we can trust. The right recruiter will understand this, and will work closely with us to fill this critical role.

## Project timeline

October - appoint partner  
November - launch advertising  
January - shortlisting and first round interviews  
February - second round interviews  
March Appointment

This process will be overseen by the CEO, and the Chair of the Board, with support from other key members of staff.

## How to Apply

If your company is a good fit for this proposition, please share the following information by no later than **12PM on Wednesday 13th October**.

- A proposal, outlining your approach
- Approximate budget / breakdown of fees

Please send your proposal to Khulisa's Interim CEO, Ellie Johnson-Shaw at [ellie@khulisa.co.uk](mailto:ellie@khulisa.co.uk) and CC [alessia@khulisa.co.uk](mailto:alessia@khulisa.co.uk). If you would like to arrange an informal chat in advance of sharing your proposal, please schedule a time for a call via email.

With thanks,

**The Team at Khulisa**

*"I found the [recruitment] process very relaxed and engaging, enabling me to make an informed decision about my suitability for the role and organisation."*

- Tara, Director of Finance and Operations





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

The closing date for applications is  
**Wed 13th October at 12PM**



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

We look forward to hearing from you.



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

