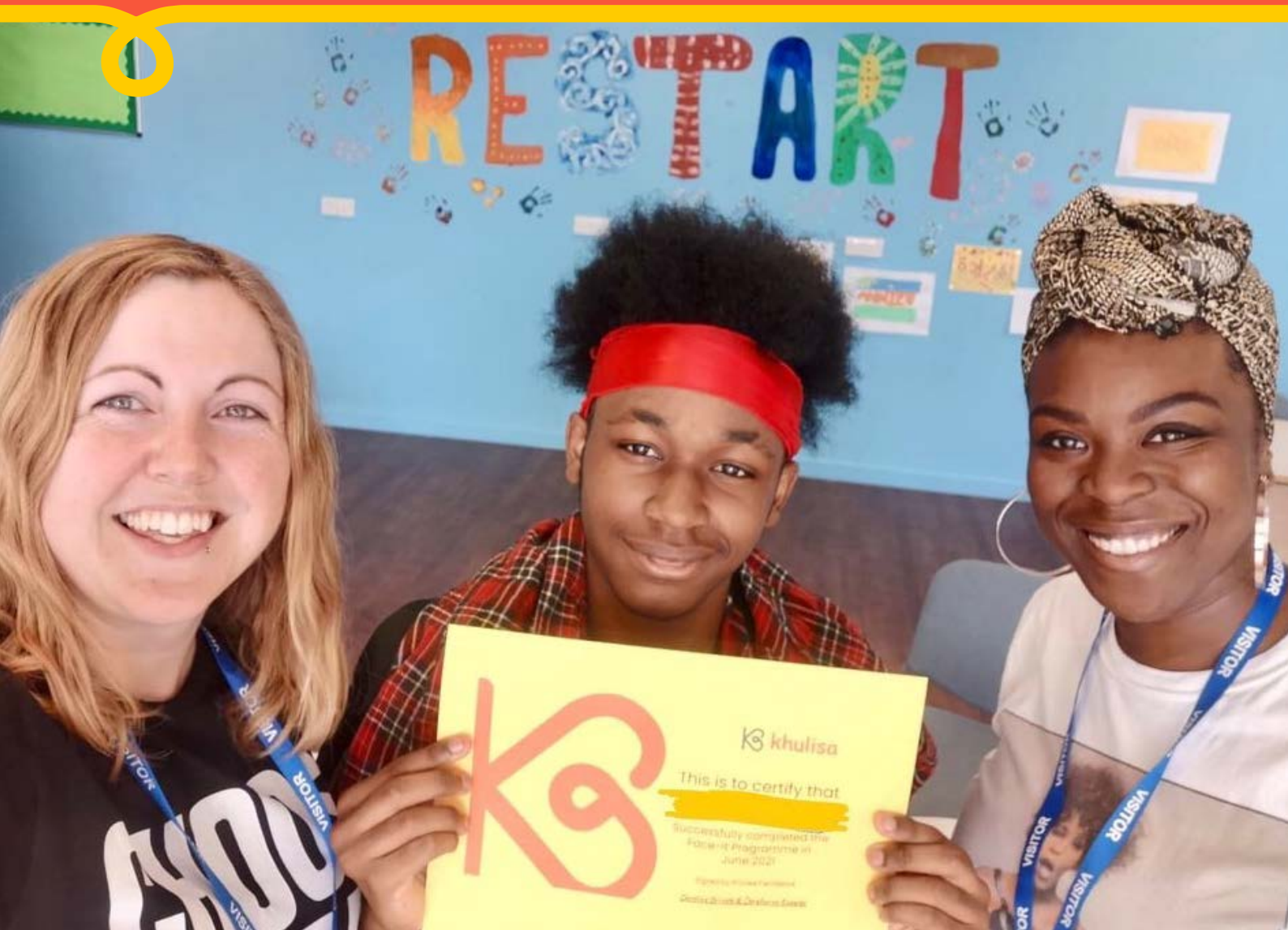


# Chair of Trustees Recruitment Pack 2022



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# Welcome from the Chief Executive

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

Khulisa ensures young people affected by trauma or adversity have the social skills and emotional support they need to thrive.

Over the last two years, young people have needed our support more than ever before. With school closures, rising levels of anxiety and mental ill-health, Khulisa has experienced a surge in demand for our youth wellbeing programmes, for which we are best known.

As a result of this surge in demand, we have:

- Expanded to Birmingham, our third region of the UK (in addition to London and Manchester).
- Doubled the number of professionals who complete our training programme, during which they learn about how trauma can impact childhood development.
- Created new support programmes for parents. After many requests from parents who felt ill-equipped to support their children with their emotions at home, we developed and now deliver community-based support for parents and carers.
- Developed new digital programmes. Lockdowns meant that our traditional group programmes (which are delivered in schools with groups of 10-12 young people) couldn't happen. We now have a catalogue of 'new' digital programmes and the ability to support young people directly and in all parts of the UK.

Our [2021-24 strategy](#) has helped Khulisa remain focused during this period of change and uncertainty. We remain committed to expanding and deepening our therapeutic programmes for young people, to growing our trauma training for professionals, to deepening our school and community partnerships to create localised, regional hubs of delivery and we have worked hard to influence local practitioners and policymakers.

Now is the ideal time to welcome a new Chair to our Board, as we begin planning for accelerated growth in 2024 and beyond. Supported by the Vice Chair and Treasurer, the new Chair will be integral in helping us achieve our goals over the next 5 years. Central to our future goals is to take a more systemic approach, helping build awareness and skills within the systems we work in, to ensure young people receive the care and support they need.

Our hope is to find a new Chair who is deeply committed to our cause and will bring us a fresh perspective (either through their own lived experience or from years of working with / on behalf of young people). We hope our new Chair will share our vision for growth and help us to be even more effective in the work that we do.

We look forward to welcoming a new Chair at this important moment of urgent need for our services.

Yours sincerely,

**Cara Cinnamon,**  
Chief Executive



# About Khulisa

Khulisa (meaning 'to nurture' in Zulu) is an award-winning national charity. We work with young people aged 11-25 whose lives have been affected by trauma or adversity.

Experiencing trauma or adversity can hamper the development of social and emotional skills in young people (e.g. their self-confidence, self-discipline and coping skills). Social and emotional skills are core, foundational life skills, and are more accurate predictors of a person's future health, wealth and criminal history than IQ or social background. Without these key skills and the more trauma a child is exposed to, the worse their life outcomes are likely to be. A child who has had four or more traumatic experiences is 20 times more likely to be imprisoned at some point in their lifetime and 32 times more likely to be labelled with a learning or behaviour problem.

We call this the "trauma gap" and Khulisa works to close this gap by targeting young people and increasing their social and emotional skills.

## What we do

We have worked with young people in prisons since 2007 and in schools and pupil referral units (PRUs) since 2011. We are a regional organisation with delivery hubs in London, Manchester and Birmingham. Our team of skilled therapists deliver intensive, therapeutic programmes for groups of 8-10 young people over a 6 week period. We also train professionals, parents and carers in how to create nurturing, trauma-informed environments for young people. This is because to create meaningful and lasting change, we need to ensure that all young people are cared for by adults who are trauma-informed and are supported by systems that are responsive to their social and emotional needs.

“

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

”

## Our Impact

In the last 12 months we have supported over **4,500** young people and the key adults in their lives. A series of internal and external evaluations show that:

### 7% vs 70%

Only 7% of our participants with a criminal record go on to re-offend (vs a national average of 70% for under 25s).

### 50% reduction

Our programme reduces the risk of exclusion by more than half.

### 98%

of school students demonstrate improved behaviour following our intervention.

### 67%

of young people show improved wellbeing and coping skills.

## Our Organisation

We have a team of 17 staff, 5 freelance facilitators and a Board of 8 people. Khulisa is a charity funded predominantly by grants from Trusts and Foundations (90%) supplemented by income from sales of our services. In 2020/21, our income grew by 17% and we're projecting to exceed £1.5million by the end of 2022/23.

Our key partners include local authorities, schools, and prisons. We are also members of the London Violence Reduction Unit working group, The Fair Education Alliance, and The Centre for Social Justice and various other influential groups that promote improved outcomes for vulnerable young people, and crime reduction.

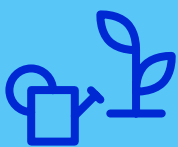
## Our Core Beliefs

Emotional trauma is the predominant root cause of violence, social exclusion and crime. Young people who experienced trauma or serious adversity are proven to experience delays in social and emotional development. This has serious life limiting consequences, creating barriers to educational attainment and employment, and often leads to a 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. Current archaic structures reinforce punishment and exclusion as a response to these behaviours, which high recidivism and youth crime rates prove, do not work.

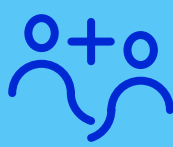
Social and emotional skills are proven to promote positive life outcomes and are disproportionately more valuable to the most disadvantaged groups. These skills will only do so much for young people. We must build skills whilst helping individuals to build positive relationships in nurturing environments, and we do this by training the key adults in these young peoples' lives to be receptive to their needs. These are the essential conditions for effecting positive change in the lives of young people at risk of exclusion, crime and violence.

## Our Values



### To Nurture

Supporting growth and capacity to enable greater emotional intelligence individually, and as a team



### 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 and people in pursuit of our purpose

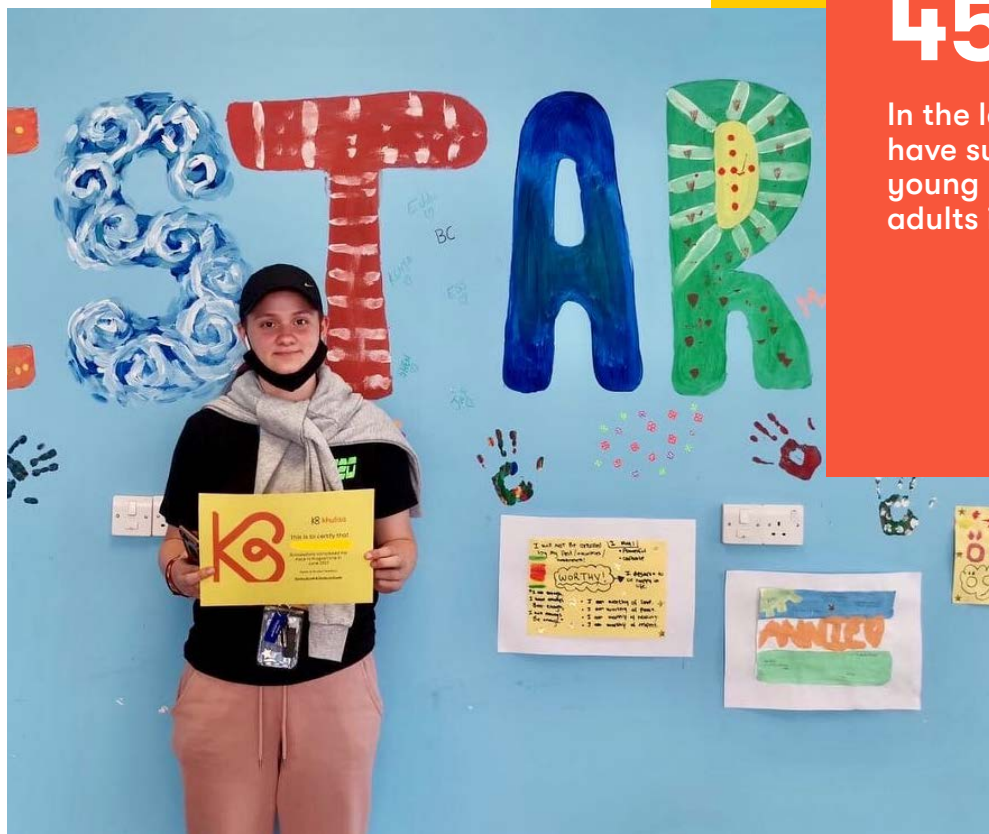
# Job description

## Chair of Trustees at Khulisa

Khulisa is looking for a new Chair to join our board, in line with the launch of our 2021-24 earlier this year. We have ambitious objectives, and we are looking for someone with the creativity, networks and leadership skills to oversee and support an ambitious period of growth. Given the nature of our work to serve young people who have experienced trauma and adversity, we are especially interested to hear from applicants who have lived experience of youth violence, school exclusion and/or the justice system.

## The responsibilities of the Chair

The Chair will act as an ambassador and the public face of the charity alongside the Chief Executive, with a view to achieving Khulisa's ambitious goals. Supported by the Vice Chair, who will oversee the day to day governance of the charity, the Chair will be ultimately responsible for holding the Board and Senior Management Team to account for the charity's mission and vision, providing inclusive leadership to the Board, and ensuring that each Trustee fulfils their duties.



**4500**

In the last 12 months we have supported over 4,500 young people and the key adults in their lives.



## Role description

In addition to the general responsibilities of a trustee, the Chair will use their network, skills and experience to support Khulisa achieve ambitious aims.

### Duties of the Chair include the following

- Chairing and facilitating quarterly board meetings
- Representing Khulisa at functions and meetings, and acting as a spokesperson across a range of events, with a particular focus on income generation and policy influencing
- Brokering relationships between external stakeholders and Khulisa's CEO and/or relevant SMT member where opportunity to advance Khulisa's ambitious social mission is present, with a particular focus on income generation and / or policy influencing
- Bringing impartiality and objectivity to decision-making
- Addressing conflict within the board and within Khulisa, and liaising with the Chief Executive and/or Vice Chair to achieve this
- **Where staff are employed:**
  - Liaising with the Chief Executive to keep an overview of Khulisa's affairs and to provide support as appropriate
  - Leading the process of supporting and appraising the performance of the chief executive
  - Sitting on appointment and disciplinary panels.

### Statutory duties of our trustees include

- Ensuring that Khulisa pursues its stated objects (purposes), as defined in its governing document, by developing and agreeing a long-term strategy
- Ensuring that Khulisa complies with its governing document (ie its trust deed, constitution or memorandum and articles of association), charity law, company law and any other relevant legislation or regulations
- Ensuring that Khulisa applies its resources exclusively in pursuance of its charitable objects for the benefit of the public
- Ensuring that Khulisa defines its goals and evaluates performance against agreed targets
- Safeguarding the good reputation and values of Khulisa
- Ensuring the effective and efficient administration of Khulisa, including having appropriate policies and procedures in place
- Ensuring the financial stability of Khulisa
- Protecting and managing the property of the charity and ensuring the proper investment of the charity's funds
- Following proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the chief executive
- Ad-hoc support on specific projects related to their area of expertise.

# 2024

Now is the ideal time to welcome a new Chair to our Board, as we begin planning for accelerated growth in 2024 and beyond.

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. 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.

## 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. 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. In the case of the Chair we would require representation at an annual fundraising and policy event, support with brokering relationships between Khulisa's CEO and potential new donors and supporters, and acting as a spokesperson at functions and/or for media and PR purposes.

We hope our new Chair shares the same belief that improved social and emotional skills can transform young people's lives, and will challenge us to be more ambitious and be even more effective in the work that we do.

## Person specification

We hope to find a Chair who will be an inspiring and credible spokesperson for the organisation, someone who speaks confidently about our cause (either through their own lived experience or from years of working with / on behalf of young people). We hope our new Chair shares the same belief that improved social and emotional skills can transform young people's lives, and will challenge us to be more ambitious and be even more effective in the work that we do. The Chair would ideally bring a network of new connections and prospective partners who might contribute to our goals in fundraising, programme delivery or policy-influencing.

## What we are looking for

- A commitment to Khulisa and our work to support young people who have experienced trauma, adversity, exclusion or imprisonment
- An established thought leader with expertise in youth work, education, social justice and/or youth mental health
- A highly experienced leader, either serving as a CEO or Senior Leader of an organisation
- Strong understanding of the needs of small - medium sized charities between £1 - £5million in income
- An ability to challenge and coach peers and aspiring leaders
- An excellent oral communicator with a proven ability to influence and inspire others
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship (training provided)
- We value both Chair experience and the fresh view and perspective that comes with not having been a Chair before.



Khulisa recognises the value of diversity in all its forms at all levels of the organisation. We celebrate its role in the creation of an inclusive workplace culture and thrive on the range of experience and insight diversity brings to our organisation. We want to increase the diversity of our leadership team and particularly welcome applications from people with disabilities, Black, Asian or Minority Ethnic backgrounds, LGBT+ and from different socio-economic and educational backgrounds.



## Our Trustees (details are [here](#))

Our other Trustees come from a range of backgrounds in the charity, public and private sectors. Some have lengthy experience of being charity trustees or chairs, some are newer to board membership. All are well engaged and positioned to help with specific skills required within the organisation. We have three sub-committees overseeing fundraising and finance, programmes and partnerships, and people.

“

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, Chair People and Performance Working Group**

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“

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**

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## Support for the Chair

The nature of support and supervision offered will depend on the nature of the role, how many days are volunteered, length of volunteering commitment and skill set of the volunteer.

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

## Previous convictions

As a result of the implementation of section 9 of the Charities (Social Investment and Protection) Act 2016, someone who has unspent convictions for offences involving dishonesty or deception, terrorism, money laundering, bribery as well as sex offences, is prevented from being a trustee in any charity unless or until they have a waiver.

## Further reading

Khulisa's Most Recent Impact report, audited accounts and strategy documents can be found [here](#)

A video which demonstrates our programmes is available [here](#)

Our new strategy video is [here](#)

## Contact

For further information, please contact the Chief Executive, Cara Cinnamon  
[cara@khulisa.co.uk](mailto:cara@khulisa.co.uk)

or

the recruitment panel by emailing  
[info@khulisa.co.uk](mailto:info@khulisa.co.uk)