

## **D&I Consultant – Terms of Reference**

### **About [Khulisa](#):**

Khulisa delivers intensive, therapeutic group programmes for young people in schools and prisons to explore the root causes of their emotional distress.

Over 6- 8 weeks, we use art and drama-therapeutic principles, debating and other techniques to increase emotional wellbeing and social skills in young people aged 11-18. To find out more, please visit our website:

<http://www.khulisa.co.uk/>

### **About the Diversity and Inclusion programme at Khulisa:**

Khulisa is on the cusp of a growth phase. We pride ourselves on an inclusive and dynamic working culture which strives to reflect the social equality we fight so passionately for through our programmes and advocacy work.

We know, however, that we could be doing more. We're a small charity, and since the pandemic, our resources have been directed toward rebuilding the charity and ensuring we can reach our service users. We have gone through a period of consolidation and are now best positioned to commit the time and resources needed to this important programme of work.

We have built a reputation for excellence in evidence, quality of service and delivery. As we grow, we are keen to engage an expert partner to help us develop our language, policy and practice so that we can be sector leaders when it comes to best practice in diversity and inclusion.

We are consulting across our team right now to find out what they think, and to establish priority areas. We're keen to work with this expert to help us think through those priorities, and integrate them meaningfully into our work and communications, helping us ensure that we grow in line with our values. We are looking for an expert to guide us through this process taking an intersectional approach to diversity and inclusion.

**Timeline:**

We would like to begin this project in February 2022, with the aim of achieving a set of recommendations after 12 weeks, which we can begin to implement in the new financial year. We appreciate that this type of work takes time to do properly, so we would request that you provide guidance in your response around how long you think this needs. We will then assess this against budget and resources. We aim to be flexible to make sure it's a thorough and thoughtful programme of work.

**Anticipated Outputs:**

We have an initial idea of the outputs and outcomes we'd like to get from this project, but we expect to develop this based on advice and consultation with the expert partner.

- A needs assessment to establish strengths, weaknesses and priority areas in our current policy and practice, allowing us to understand how people are excluded and disadvantaged so that we can change any ways of working that are unknowingly contributing to this.
- An Equity, Fairness, Diversity and Inclusion plan for Khulisa, including:
  - A set of recommendations which Khulisa can implement to ensure policy, practice and language are all conducive to a fully diverse and inclusive culture.

- A toolkit / KPI to help us monitor our diversity and inclusion as we progress. We are keen to explore the best way to track our progress and to highlight any issues in a meaningful way and are open to creative and participatory approaches to achieving this.
- Specific recommendations for Trustees and Senior Leadership team to ensure they are equipped to take responsibility for diversity and inclusion.

### **Anticipated Outcomes:**

- Change to Khulisa's culture and practices which reflect meaningful diversity and inclusion.
- A monitoring process to make sure we are meeting and maintaining high standards.
- Providing tools and skills to reflect these principles in how we manage performance, promote and reward every team member in an unbiased way.
- A recruitment process/approach which better enables Khulisa to attract and retain new team members from diverse backgrounds and to better reflect the communities we serve.
- Support to implement an improved recruitment system, making sure the staff member's needs are met and supported throughout the onboarding and setup process.
- A culture which ensures our team, and prospective talent pool, are wholly comfortable being themselves at work; allowing them the capacity, space and language to confidently access resources, contribute to decisions and progress their ideas and ambitions.
- A regular working group with clear terms where staff can think about inclusivity and difference, as individuals, groups, an organisation and in our work – and explore these in a safe way with clear boundaries.

- Ensuring that both our policy design and communication style engages respectfully with underrepresented groups in society.
- Best practice processes to address any form of discrimination (existing, or which may arise in the future) within or associated with Khulisa.

## **Skills/Experience**

We are particularly keen to engage with people from under-represented groups, whose backgrounds, knowledge and experience inform their commitment to affecting positive change.

- Trauma Aware with deep knowledge and experience of and commitment to trauma-informed practice
- A proven track-record of working with organisations, across all levels up to Board and Senior leadership to develop sustainable Equity, Fairness, Diversity and Inclusion strategies
- Extensive experience in social justice activism and practice
- Proven ability to tactfully and successfully navigate complex or ambiguous situations
- Knowledge of equality legislation and formal guidelines. Fluent in concepts such as power, privilege, intersectionality and unconscious bias.
- Clear understanding of systemic work, particularly processes of projection and transference when delivering therapeutic work.
- High degree of emotional intelligence and ability to create trusting, respectful relationships across a broad range of actors.
- A capacity for innovative thinking and the ability to translate this into meaningful action.
- Strong collaborative working approach to encourage diverse perspectives and a genuine valuing of difference.

- An ability to analyse organisational data and situations relating to diversity.
- We welcome proposals which include creative ways to progress key aspects of this work to create long-term change.

To apply for this work, please submit the following documents to Alessia Abbate (alessia@khulisa.co.uk) by the end of the day on **January 31, 2022**:

- **A short (1-2 page) document outlining your high level project approach.** Please also include brief details of your relevant skills and experience.
- Two testimonials to support the efficacy of similar work you have carried out.
- **An outline of the budget required for this project.**