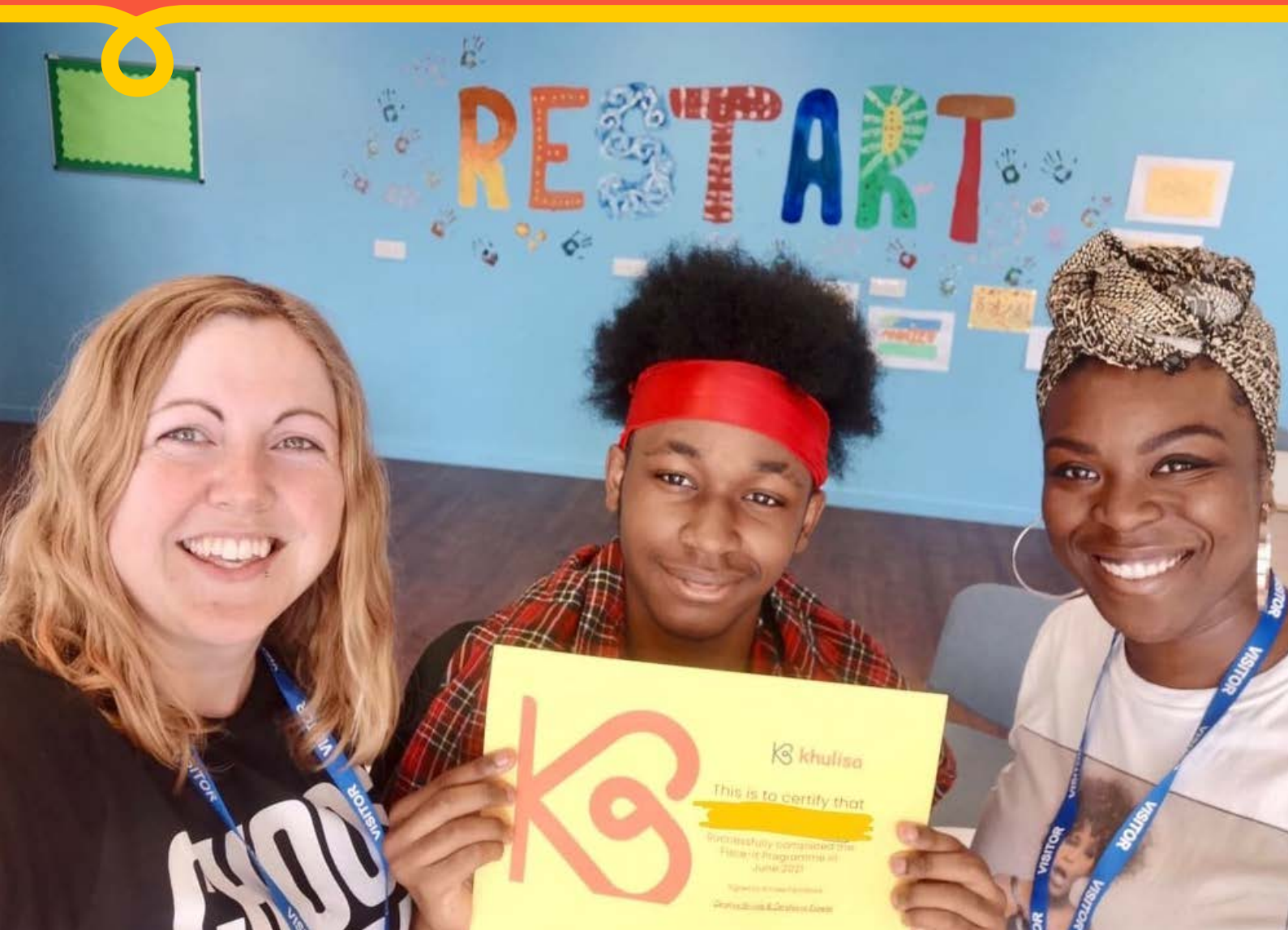


Head of Delivery Recruitment Pack 2022



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The role at a glance

Head of Delivery

Reporting to

Director of Partnerships and Programmes

Role type

Permanent

Hours

Full-Time

Salary and benefits

£39,500 - £49,500

Alongside a competitive salary, Khulisa offers a vibrant, well-being oriented culture and benefits, including:

- 25 days leave (plus an incremental 5 days over the Christmas period)
- Pension scheme
- An annual health and well-being allowance
- Flexible working arrangements to support family-life and work-life balance
- Enhanced Maternity/Paternity/Adoption Leave

Location

London (with adhoc travel to Manchester and Birmingham)

Start date

September onwards

Why should you apply?

The Head of Delivery will join us at a pivotal moment in our organisational journey, as we look to deliver more programmes and reach more young people than ever before. In order to do this, we have recently doubled the size of the delivery team and it's brimming with talent, passion and ambition for our work. We are looking for an exceptionally talented individual who can nurture, develop and harness this highly skilled team. Someone who wants to make a difference to the lives of young people and who believes this can be achieved through trauma aware and informed line management and leadership. You'll be the operational Therapeutic Lead and Safeguarding Lead, and expertise in these areas is essential. Ideally you'll also have a background in project/ programme management and are confident in using systems and processes to track deliverables. You'll be joining at such an exciting time as you will have the opportunity to really lead and embed these core areas into our practice, alongside developing your skills working with the Head of Partnerships and Director of Programmes and Partnerships. You'll also be instrumental in launching our whole school approach across multiple new schools and not just make a difference to young people, but be part of long-term systemic change in the environments and worlds they live in.

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.

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.

What we do

We have worked with young people in prisons since 2007 and in schools and pupil referral units (PRUs) since 2011. We support young people in London, Manchester and Birmingham and our team of skilled therapists deliver intensive, therapeutic programmes for groups of 8-10 young people over a 6 week period. These programmes are proven to significantly increase young people's social and emotional skills, and in turn, their emotional wellbeing and self-confidence. 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.

Methodology

Our programmes are emergent, the process is fixed but how we cover the content and reach programme outcomes can differ depending on the environment, culture and participant readiness. Our programmes are multi-layered, taking into account:

Individual Focus: Attachment Theory, Psycho-social development Theory and a Trauma-informed Lens

Relational Focus: Transactional Analysis, the Good Lives Model, Restorative Approaches

Empower focus: Dramatherapy, creative arts techniques and a systemic focus.

Our delivery team is a mix of dramatherapists, counselors and youth work practitioners.

Our Organisation

We have a team of 20 staff, 11 of which sit in the Programmes and Partnerships directorate. 12 freelance facilitators and a Board of 8 people. 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.

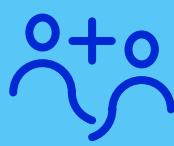
Social and emotional skills are proven to promote positive life outcomes and are disproportionately more valuable to the most disadvantaged groups. These skills will only do so much for young people. We must build skills whilst helping individuals to build positive relationships in nurturing environments, 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

The role

Khulisa delivers to 10-15 schools a year, where we deliver intensive wellbeing therapeutic programmes for young people and training for staff. We also partner with 20-30 organisations (including local authorities, youth offending teams and peer charities) to train parents, carers and professionals to become trauma-informed and more responsive to the needs of children in their care.

Delivering these high quality therapeutic group programmes is crucial to Khulisa's mission. As is ensuring that our team of therapists and youth workers are supported to do this in an environment that is trauma-informed.

The new Head of Delivery will lead the delivery of these programmes, ensuring that we meet demand as we grow and that we continue to deliver to a consistent high standard. You will be the operational Therapeutic Lead and Safeguarding Lead across our programmes, and be skilled in line managing a diverse staff team with a range of expertise. You'll be working closely with the Head of Partnerships, to ensure programmes and partnerships remain aligned, both in terms of values and resourcing. You will also work together to ensure consistency across line management and supervision of staff and take a peer learning approach to developing and learning from each others specialisms.

This is a senior management role within the organisation, reporting directly to the Director of Partnerships and Programmes. This role would be ideal for someone who is experienced in leading therapeutic or similar projects with young people, and who has a depth of understanding of therapeutic processes, alongside the ambition and strategic awareness to take a leading role in our growth plans over the next 3-5 years.

About you

The successful candidate will be an excellent relationship builder and line manager, strong in communication and effective at building psychologically safe and supportive environments for staff to thrive. You'll care deeply about young people and have expertise in therapeutic processes and safeguarding. You'll be creative and innovative in your approach and keen to bring about transformational change.

You'll be experienced in leading and co-ordinating projects and would have previously overseen complex programme schedules. You'll understand the importance of connecting to the operational reality, whilst holding in mind larger strategic priorities. You'll be constructive and courageous, always keeping young people at the centre of your thinking, suggesting ways we can improve and continue to grow and develop.

For further information about the role, please join our drop in sessions on 11th or 16th August or contact the hiring manager,

Jodie Wickers by email - jodie@khulisa.co.uk



“

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.

Face It Participant

”

Job description

The Head of Delivery is a senior management position within the organisation and reports directly to the Director of Programmes and Partnerships.

Leadership and Line Management

- Line management of Programme Managers, who are responsible for on the ground partnership set up and the delivery of Khulisa's programmes.
- Maintain a high support/high performance culture that actively promotes constructive challenge, radical conversations and continuous learning.
- Main organisational contact for Khulisa's Associate Facilitators (10-12), who deliver adhoc programmes and attend quarterly training sessions with Programme Managers.
- Lead delivery team meetings, arrange and attend group clinical supervision and rotate as the chair of quarterly Safeguarding Review Meetings.
- Support the SLT and broader Khulisa team on all performance matters related to our partnerships and the delivery of our programmes including identifying key risks and mitigations

Programme Management

- Lead the co-ordination of Khulisa's national programmes portfolio, ensuring that we are reaching key performance indicators and liaising with the Head of Partnerships and Head of Fundraising to ensure alignment across remits.
- Establish smart systems that support programme management and monitoring, providing monthly reports on resourcing, deliverables and forecasts.
- Lead on the continuous improvement of Khulisa's programme management tools (e.g. Delivery Partner Matrix, Programmes Scheduler) and work closely with the Head of Partnerships on contracting processes (e.g. Service Level Agreements, Statements of Work).

Safeguarding and Quality Assurance

- **Safeguarding:** Oversee Safeguarding across all of Khulisa's programmes, aspiring for best practice at all times. Ensure that all delivery staff are following procedure, providing support and direction as and when needed. Leading regular programme debrief meetings and chairing quarterly safeguarding review meetings. Feeding into strategic safeguarding and wider policy implementation.
- **Quality Assurance:** Work closely with the Evidence and Programme Design team to ensure the quality and integrity of Khulisa's programmes. Leading on therapeutic and ethical delivery that is both flexible to the group whilst maintaining Khulisa's core principles and achieving outcomes targets (e.g. around increased self-awareness for young people). Provide regular opportunities for delivery staff to feedback on programme successes, challenges and themes.
- **Wider Support:** Support the Evidence and Programme Design team to ensure data collection and programme evaluations have high response rates and liaise with the Head of Partnerships and Participation Manager to ensure participant voice is key to decision-making, programme assessments and Safeguarding.
- Support the charity's wider activities, including policy, fundraising and communications, sharing information and providing opportunities for training on Khulisa's programmes and therapeutic processes.
- Ensure that all of Khulisa's programmes are delivering maximum impact for children, young people and professionals at a national and regional level.

Delivery

- Provide taster sessions for key stakeholders
- Where necessary, support the facilitation of young people and adults programmes, including trauma training for Senior Leaders.
- Speak on behalf of Khulisa at sector-specific external events and contributing to our policy position on wellbeing.

About You

Knowledge and Skills

- You enjoy working as part of a small and ambitious team and are keen to take on a role with plenty of autonomy and scope to lead and create change
- You are familiar with the context of the charity, education and/or justice sectors and the various pitfalls of these systems which result in many young people becoming excluded or marginalised.
- You have direct experience working with complex young people and ideally of working with professionals and/or parents/ carers, and can relate to the non-linear process of programme delivery
- You have experience working in therapeutic settings or/and are therapeutically qualified
- You understand the impact of working in trauma on both the individual and the group (processes such as transference, projection etc) and have experience exploring this with others
- You understand the complexities and challenges that schools, prisons and the professionals working in these institutions encounter when supporting vulnerable young people and enjoy being solutions-focused when responding to these
- You love supervising and supporting others to grow and develop. You are able to challenge confidently, constructively with care.
- You have experience managing multiple concurrent programmes and enjoy the challenges that come with scheduling, resourcing and coordination
- You are a confident communicator, skilled at using accessible language when describing therapeutic processes and experienced in engaging a wide range of stakeholders

Personal Qualities

- You are committed to Khulisa's vision and believe that all positive life outcomes start with a child feeling happy and well
- You believe in an inclusive, wellbeing-led approach to supporting young people (as opposed to punitive approaches which further exclude and punish young people)
- You are passionate about making a difference to the lives of young people across the UK and you want to contribute meaningfully to changes in policy, practice and the perceptions of young people
- You care and believe in the power of trauma informed work and embody this in your own values and leadership style
- You are a champion of continuous learning, always learning informally and formally
- You are a champion of continuous learning, always learning informally and formally

Candidates are encouraged to apply even if your experience doesn't precisely match the job description for this role. Your experience, skills and passion will set you apart so tell us about your achievements, irrespective of whether they are personal or work-related and how this has shaped you, including things you've learnt along the way.

We are especially interested to hear from applicants who have lived experience of youth violence, ACE, school exclusion and/or the justice system. It is also important to us that the people we hire do not discriminate. We believe in being inclusive and 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.

How to apply

To apply, please send us a copy of your **CV** (no more than 2 pages)

along-with a **cover letter** outlining your suitability for the role (2 pages max)

If you would like to, please fill out our diversity questionnaire [here](#)

CVs and Supporting Statements should be sent to: info@khulisa.co.uk by **Tuesday 23rd August at 9am.**

Queries about the role

For further information about the role, please sign up to join one of our drop in sessions on 11th or 16th August. You can do this by contacting info@khulisa.co.uk for the zoom link.

Or you may contact the hiring manager, **Jodie Wickers** by email - jodie@khulisa.co.uk

Application dates and interview process

Interview process	Date and time	How
1. Application deadline	9am, Tuesday 23 August 2022	Email info@khulisa.co.uk
2. Zoom open sessions	11 August - 12.30-1.30pm 16 August - 12.30-1.30pm	Zoom
3. Successful applicants updated	24 August 2022	Applicants will be emailed
4. Interviews	30 August 31 August 2 September	Face-to-face



Thank you for your interest!