

Chair Recruitment Pack 2024



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Welcome from the Chair of Trustees

Jean-Marc Morel



Thank you for your interest in Khulisa. We are excited to be recruiting a new Chair to build on the impactful work the charity has been doing.

Khulisa has a rich history. Initially we worked in prisons and in 2011 we made the move to support young people in schools. This came from recognising that many of the participants on our prison programme had been excluded from school and if they had received support earlier in their journey - they felt things would have been very different for them. Now, in 2024, we work exclusively in schools - focusing on supporting young people who've experienced multiple traumas and adversities - as we know that if you've experienced 4 or more traumatic experiences, then you are 32 times more likely to be excluded and 20 times more likely to end up in prison. Your life chances and your future - are statistically bleaker.

This year we have entered a new strategic cycle - and made the decision to focus on achieving longer term impact for the young people we work with - we'll be supporting them for a longer period of time, and focusing on ensuring we build both their social and emotional skills - and now their educational outcomes too. This signifies a defining moment for Khulisa - an explicit step

into the education space and is a pivotal time for a Chair to help us amplify the need for Khulisa's work and the impact it can have.

I have loved my time at Khulisa. It is a charity that is built on passion and ambition, full of inspiring and intelligent individuals who are determined to make a change. The focus on high impact and high quality is unwavering as is the commitment to centre youth voice and diversity, equity and inclusion in everything they do.

As the Chair of Khulisa, you will be an influential champion for our cause, keen to challenge and guide us to continually

improve. Alongside the Chief Executive, you'll be the public face of the charity, amplifying the mission and vision and supporting opportunities for connection and collaboration. You'll be supported by the

Deputy Chair, who will oversee the day to day governance of the charity and you'll be ultimately responsible for holding the Board and Senior Leadership Team to account.

This is a fantastic and rare opportunity to strengthen and grow a Charity as we embark on an ambitious and transformational journey. If you decide to commit your time, experience and networks to Khulisa you will make a lasting contribution to young people who have been underserved to the point where their emotional wellbeing, education and social life-outlook is compromised. Together we can change that.

Please, get in touch, we would love to speak with you.



To hear more from the outgoing Chair please [click here](#)



Vision



Our Vision is a society where young people affected by trauma and adversity have the social and emotional skills and nurturing environments they need to thrive.

We move toward this vision through delivering therapeutic group programmes in schools, using creative arts therapies and a neurosequential model to support young people to build their social emotional skills and develop healthy relationships.

At the heart of this, our purpose is to support young people to overcome experiences of trauma and adversity, envisage a brighter future and engage in the education they deserve.

Our programme is designed so that young people can safely explore their experiences, their emotions and their identity. It helps them develop a deeper understanding of this for themselves,

and as the programme takes place in a group, it helps them develop a deeper understanding, and empathy for, their peers too. The programme then provides them with the coping mechanisms and skills to overcome adversity, see their true potential and believe in a different future.

At the same time as supporting them, we also strengthen their support network so they return to a nurturing environment where they can thrive. We work with their parents, carers and teachers to create systemic change, providing support, increasing emotional literacy and ensuring that collectively that young person's needs are understood and responded to through a trauma-informed lens.



Need



Right now, it's estimated that 1 in 3 young people will experience a traumatic event by the age of 18, but only a small minority will receive professional support. The more trauma a young person is exposed to the worse their physical and mental health, education and criminal justice outcomes are likely to be. This is because experiencing trauma hampers growth and development and can lead to a series of social and emotional difficulties that disadvantage young people throughout their lives.

Without the right support, these issues can lead to behaviour which schools are ill-equipped to respond to, putting them at risk of school exclusion which very often leads to a lifetime of unfulfilled potential.

We know that young people who have experienced trauma are more likely to thrive when:

- Trusted people to talk to
- Therapeutic support from a qualified adult
- Support making sense of experiences and managing triggers
- Positive peer relationships
- Support using creative techniques
- Support for parents, carers and teachers

This support increases a young person's life chances and means that they don't have to be defined by the trauma and adversity they have experienced but instead can thrive in spite of them.



1 in 3

It is estimated that 1 in 3 young people will experience a traumatic event by the age 18 but only a small minority will receive professional support

A child who has had **FOUR** or more traumatic experiences is...



15x

More likely to be a perpetrator of violence



32x

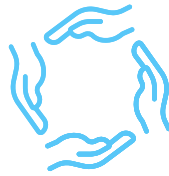
More likely to be labelled with a learning or behaviour problem



20x

More likely to be imprisoned at some point in their lifetime

Values



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

We are currently reviewing and updating our values.



Your Values

You respect and amplify youth voice: You'll ensure that Khulisa is respecting, representing and amplifying the voices of the young people and communities we work in and advocating for change

You champion asset based approaches: We want to move away from deficit language - such as the idea that young people are inherently 'disadvantaged' - and describe young people and the communities we work with in a way that celebrates their power and unapologetically calls for their access to a fair, safe and positive experience of school

You are impact-led and ambitious: You'll push and challenge us, you'll keep a focus on evaluation and outcomes, ensuring high impact remains at the heart of what we do and that evidence is the guiding principle of our decision making

You are collaborative: You'll provide opportunities and push for Khulisa to make powerful connections and partnerships that will develop us and grow our voice and our impact.

Our commitment to Diversity Equity, Inclusion & Belonging and Race Equity

Khulisa strives to be a place where all can thrive.

We're on a journey to change our policies and approach toward greater equity and to improve all people's experience of working for and with Khulisa. Our DEI Committee was formed in 2022 and worked consultatively with the team to develop the following organisational commitments:

Our DEIB Statement: Khulisa aims to replicate the feelings of safety and inclusion we create for our programmes within our team, culture and internal ways of working.

DEIB Core Values: Our strong focus on DEIB is key to achieving our success. With a brave, bold and challenging approach we value transparency, inclusion and sustainable changes to create a sense of belonging.

DEIB Commitments: To build a culture within Khulisa, where everybody feels safe to be their true self and ultimately

can feel that they belong; just as young people do on our programmes.

In practice, these mandates have started to come to life through whole team conversations about marginalisation and harm (for example through racism, transphobia and homophobia etc). We're also taking action such as policy change, a review of our approach to pay & benefits, shifting our internal and external language to minimise the harm done by labelling terms and funding the therapeutic qualifications of Black and Brown staff who are so under-represented in the therapeutic field.

We are laser focussed on building on this momentum and we have budgeted for DEIB support and policy and procedural change across the next 3 years.

We're looking for a Chair who is passionate and committed about DEIB. You'll be someone who is committed to unlearning your own harmful behaviour, and you'll keep us accountable and supported to continuously be doing the same.



Youth Participation Statement



Khulisa's ambition is to amplify the voice and experiences of the young people who attend our programme. Our vision is that they are involved at every aspect of programme design, development and evaluation. That they take the lead on our external communications and voice and that alongside this, they also have a platform and the support to become influential changemakers in their communities and more widely.

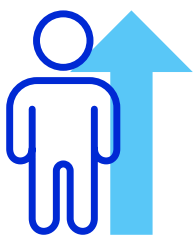
In order to achieve this, we are building our youth participation strategy. This includes the creation of a young interviewers group, youth voices group and youth ambassadors programme. Central to this plan is a commitment to ethical participation in which young people receive value from their participation and are in control of if and how they share their own stories.

We aim to have young trustees on the board by 2025 and you'll be pivotal in creating a Board culture which welcomes, respects and maximises the potential of young trustees.

3 year strategy

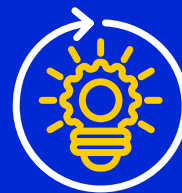
With the support of Ernst & Young Parthenon and Impetus, the entire Khulisa team worked together to develop our new 3-year strategy (2024-2027). This strategy sees us commit to focusing on having a deeper and lasting impact for young people and to ensuring that we are keeping youth voice and evaluation central to what we do. We will also be focusing on increasing our organisational sustainability and building robust foundations for future growth.

FOUR KEY COMPONENTS:



Increase our support for the most underserved young people

Reach more young people and support them for a longer time, with an increased focus on those who have experienced complex and multiple traumas and adversities and not being adequately served by society.



Evolve our approach for lasting impact

Develop our model to focus on sustaining outcomes for young people longer term. We will build our qualitative evidence, centre young people's voice and include educational outcomes alongside social & emotional skills and relationships.



Build a sustainable income model

Diversify our income streams and transition to a part-paid model for schools, introducing a more customer-oriented approach to school engagement across the organisation.



Develop Khulisa's infrastructure for a sustainable future

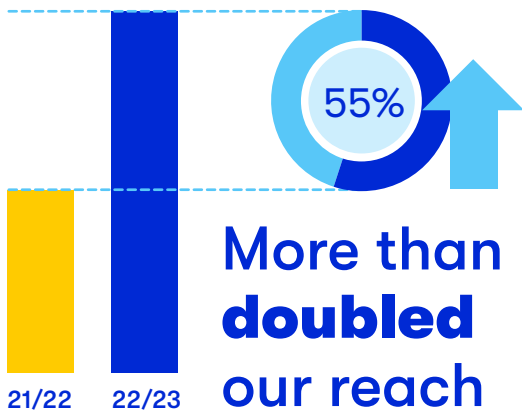
Build strong systems and processes that utilise information technology and support standardisation so that we are prepared for future scale.

As our new Chair you will join us right at the beginning of this strategic plan and use your experience to shape this journey! You will help us share these ambitions with others, overhauling our brand and external communications to align with our strategic decision to solely work in schools. You will play a pivotal role in ensuring that we excel in delivering our new strategy and commitment to young people.

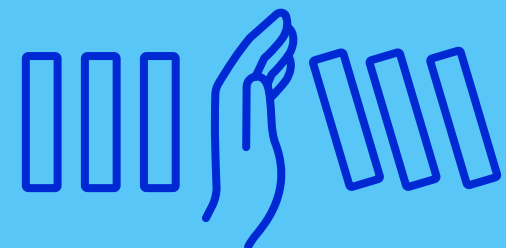
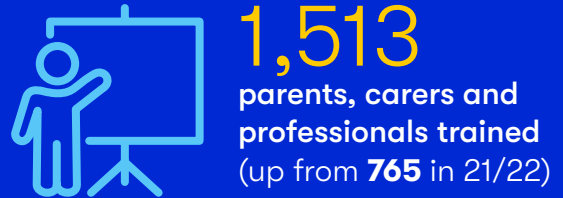
To hear more about the 3 year strategy [click here](#) ➔

Our Impact:

Our year in numbers



We reached **2,275** young people and adults through our flagship programmes (up from **1,467** in 21/22)

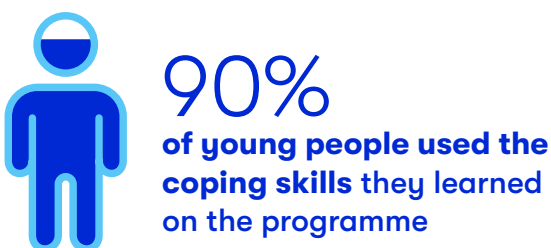


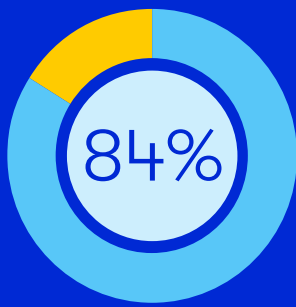
Delivered more **intensive** sessions than ever



of our **77** interventions were **in-depth interventions** (consisting of more than one session)

Up **44%** from the year before





of adults trained said they felt **prepared to put the training into practice**



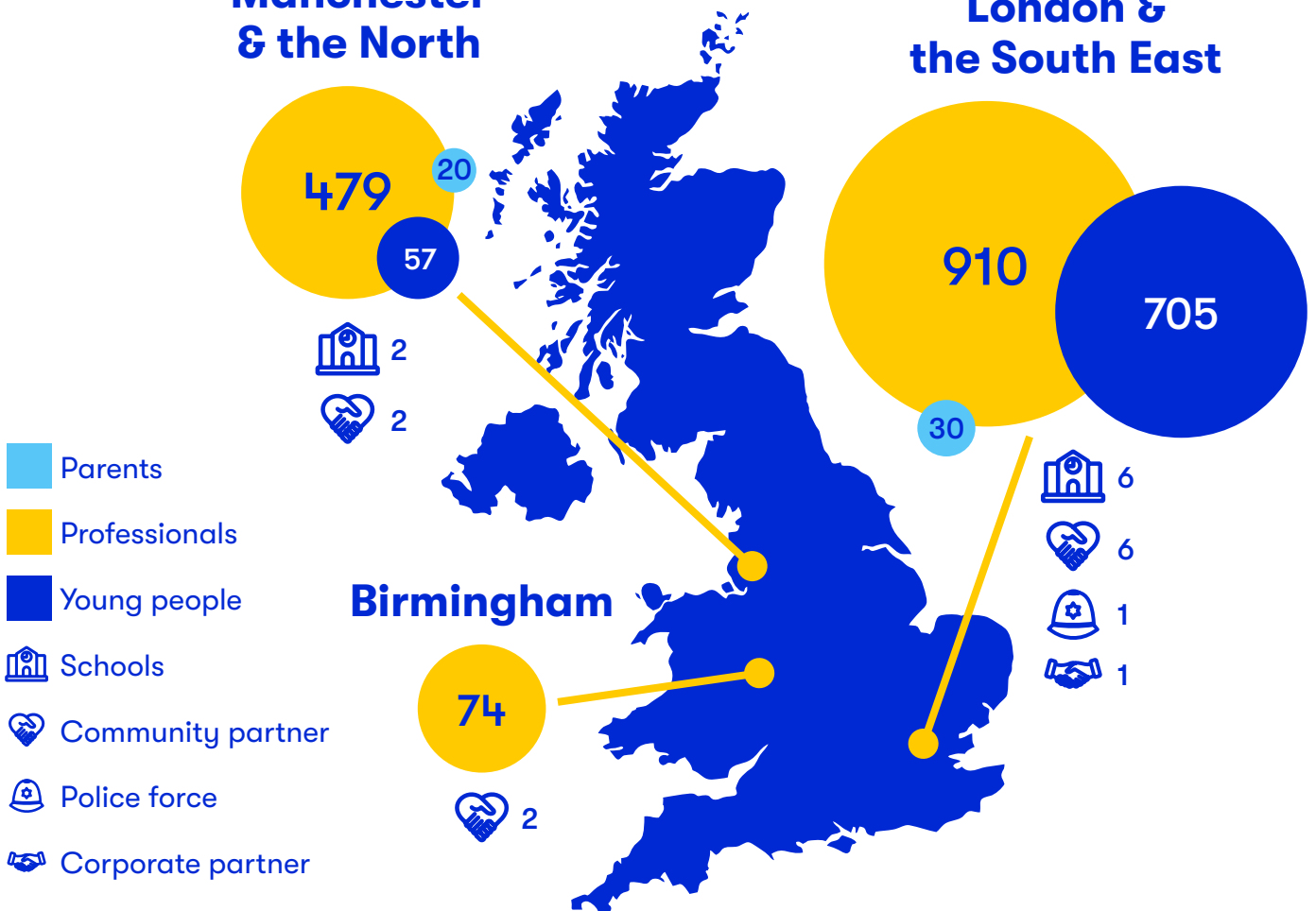
of young people reported improved resilience



We worked with **20 unique partners**. This was made up of **8 schools**, **10 community partners**, **1 police force** and **1 corporate partner**.

Manchester & the North

London & the South East



Case Study

Imogen, aged 15

“The best thing about this programme is that I now understand what triggers me and I have different strategies that I can use so that it does not lead to me lashing out and getting in trouble with behaviour points. A big realisation I had was that I often check in with everyone else but not myself. Through the Khulisa programme I’ve learnt that it is okay to talk about how I am feeling. I want to say a big thank you to the Khulisa team for always listening to me and to share the good news I have not been suspended since the programme and I now feel more confident and open to expressing how I feel.

It was especially helpful to be able to be part of a group and see others experiencing similar things to myself. I had only ever had 1-1 support before so found the group really helpful.”

This case study comprises the actual words of multiple young people who have completed our programme, blended together to create a composite case study. We use this approach to protect the individual identities of the young people we work with, while aiming to share a true and representative insight into the experience of our programme participants.



Youth-led evaluation

On 9 November, hosted at the **St. Ethelburga’s Centre for Reconciliation and Peace**, we launched a very special piece of **youth led evaluation; ‘Our Story’**. We partnered with Insight Share on the project and it was funded by The Considered Ask who join us in recognizing the importance of young people’s voices in the process of evaluation

The highlight of the event was a screening of a film created by young people who had completed the Face It Programme, from two of our partner schools, Manchester Communication Academy in Harpurhey and Parkview in Haringey, London. The film project was part of our commitment to put young people’s voices at the centre of all elements of our work, including evaluation. Through their stories, young people help us to identify what works in supporting their mental health and emotional wellbeing.

Case Study

Hear from one of our partner schools



Manchester
Communication
Academy

Yvonne Finnigan

Family Partnership Officer,
Manchester Communication Academy



Testimonial

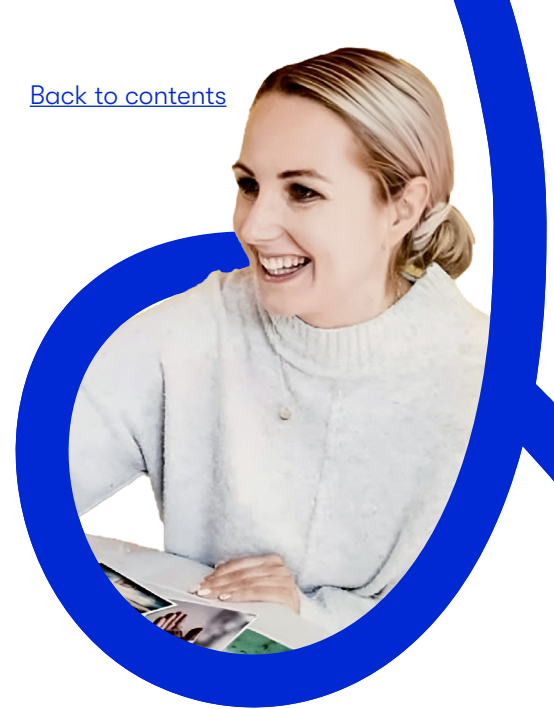
We have worked with Khulisa for the last five years, delivering the Face-It programme to a new cohort each half term. The students taking part have all really enjoyed the experience and often ask if they can participate again. One particular student who accessed the programme last term is a young carer who looks after her disabled mum and younger sibling at home. She is a very emotional child and often becomes visibly upset at things others might consider to be trivial. The added responsibility she has can be overwhelming at times and the Khulisa programme has had an extremely positive impact on her well being. She was able to air her frustrations & thoughts in a closed group where she felt safe and listened too. Following the Khulisa programme she has moved into Year 8 with a positive way of handling her emotions and therefore promoting better learning.



Our Impact:

Meet a Khulisa Programme Manager

Briony Elliott, Khulisa Programme Manager,
Creative Arts Psychotherapist / Dramatherapist



What's the therapeutic basis of the Khulisa programme?

Our Face It programme uses creative-therapeutic techniques because we know that when someone has experienced trauma, the body and the brain disconnect from one another, resulting in us holding trauma within our bodies, it is therefore vital that we work with the 'whole self' through the neuro-sequential model. By incorporating rhythmic games throughout, we support coregulation to offer safety and balance.

Why are creative therapies so powerful for young people?

The expressive arts can often play a transformative role as they provide voice when words may be too much, tapping into unconscious responses, with an element of distance and allowing a young person space to make shifts where they may have become stuck within hypervigilant survival responses.

Why work in groups?

The group process is powerful in its ability for young people to be able to relate to their peers, give permission to express and find comfort knowing that they are not alone. Psychoeducation supports young people to

make sense of their experiences and reaches the 'reasoning, logical' part of their brain, making space for them to be able to consider patterns and cycles that perhaps no longer serve them and find space to be able to introduce coping strategies that aid their healing and growth.

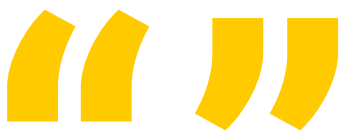


If you could change one thing about the school environment, so it was trauma-informed, what would you change?

I think that it is so important that we do all that we can to ensure that schools are a secure base for young people. For example, schools should strive for communication with students that is consistent, respectful and measured. Being trauma informed is not only about having high nurture but having high boundaries too, that offer predictability and create a sense of safety for young people.

Tell us about a young person who sticks in your mind

One young person that I spoke to following a Face It programme shared that they had found the artwork aspect of the sessions particularly helpful and that since participating, they had begun to use drawing and poetry to express how they were feeling. They shared that when using these forms of expression, they felt 'alive and free.' I felt that the programme had offered them a way to express everything that they had been holding but one that was cathartic, contained and no longer detrimental to them. I'm smiling now thinking about this young person, I feel really proud of the work that we do.



I think that it is so important that we do all that we can to ensure that schools are a secure base for young people.

Briony Elliott, Programme Manager at Khulisa



Awards



WINNER

The Centre for Social Justice Awards 2022

The CSJ Awards celebrate charities and social enterprises who are proving themselves effective at preventing and tackling poverty in Britain, across 5 main themes. In 2022, we were honoured to win for our work with at-risk and vulnerable young people in the education sector.

As part of the award, we received pro-bono support from film makers Candour Creative, in creating a short film summarising the impact of our work. You can hear one of our programme graduates, Mario, (name changed for anonymity) talking about what Khulisa has meant to them [here](#).





FINALIST

The Charity Governance Awards 2022

We were finalists in the category of 'Covid-19 Response: Embracing Opportunity and Harnessing Risk'. The award, which is hosted by The Clothworkers' Company, recognises charities who show good governance, especially in the climate of Covid-19.

Khulisa were recognised for responding rapidly to meet the increased demand from young people for the services we offer, all whilst adapting to the impact that Covid had on the organisation.



SHORTLISTED

Health and Wellbeing Awards, 2022

Khulisa was shortlisted for the Health and Wellbeing Awards, in the category 'Health at Every Age'. The prestigious awards are hosted by the Royal Society for Public Health, a campaigning and educational charity dedicated to improving and protecting the health of the public.

The awards are voted on by experts in public health and seek to celebrate a wide range of activities, policies and strategies that empower communities and individuals, improve the population's health and address the wider social determinants of health.



Financial Overview



Khulisa's income is growing and diversifying.

We've benefited from the support of Trusts and Foundations for over 80% of our annual income for many years and it's time for us to diversify in the interest of our strategic aims and our focus toward working in Schools. Our diversification plans are underway and include;

- **School Sales:** Shifting to a paid-model with our school partners, who are used to paying for services like ours which help them achieve their Pupil Premium and OFSTED requirements. With the support of EY-Parthenon, we've developed a go-to-market strategy which should create financial sustainability for our highly specialist programme delivery
- **Major Donors;** Building on our small but mighty pool of generous donors to create a donor-experience which is youth-centred and which donors are proud to support
- **Corporates;** Corporate foundations have been a lifeline for us in recent years and we've started to craft our CSR package so we can build on this success

Annual Turnover

19/20

£766k

20/21

£900k

21/22

£739k

22/23

£727k

23/24

£1.26m

Key Dates

Board Dates for 2024/2025 are:

14th August 2024

6th November 2024

5th February 2025

14th May 2025

Sub-Committees

(delegated powers)

The Finance Sub-Committee: Expenditure and Income

Frequency: Quarterly

Sub-Groups

(support specialist areas of work)

The People and Culture Sub-Group:

People, Culture, Operations

Frequency: 6 weekly

The Programmes and Innovation Sub-Group:

Programmes, Evaluation, Design

Frequency: Ad Hoc

School Partnerships Sub Group:

Partnerships, Sales, Marketing and Communications

Frequency: Ad Hoc

As Chair you would attend the finance sub-committee meeting.

The other sub-groups are led by specialist trustees who report back to the board during the quarterly meetings.



To hear more from the outgoing Chair please [click here](#)



To hear more from the Deputy Chair and CEO [click here](#)

Board and Trustees



Jean-Marc Morel
Chair



Dami Solebo
Deputy Chair



Amy Yuan
Treasurer



Darlene Roberts
Trustee



Sharon Kalsky
Trustee



Rob Dickinson
Trustee



Adrienne Sanders
Trustee



Bernadette Keane
Trustee

Role Description and Person Specification



Introduction

Khulisa is looking for a new Chair to join our board, in line with the launch of our 2024-27 strategy.

You will be an influential champion for our cause and keen to challenge and guide us to continue to be better and do better for young people. You'll make sure we do this by respecting and amplifying our voice, ensuring we focus on asset based approaches and that we collaborate with others to enhance and expand our impact.

Person Specification

You'll be well networked and engaged (but not necessarily an expert in) - developments in the charity, education and/or mental health sector. You'll be an advocate for services that are high quality and focused on impact and you'll be ambitious about the role you see Khulisa playing in supporting the next generation of young people to thrive.

You'll be an inspiring ambassador for the charity, and have a particular interest and passion in using therapy and/or creative arts as vehicles for change. You'd be willing to act as a representative, thought and cause leader creating and identifying opportunities for Khulisa.

You'll have a proven track record of working at a senior and/or strategic level and will understand the governance role within which you'd be operating. We value both Chair experience and the fresh view and perspective that comes with not having been a Chair before.

Given the nature of our work, we are particularly interested in hearing from applicants who have lived experience of trauma and adversity, school exclusion, youth justice system and/or who represent the young people and communities that we work in.

We also encourage those who may not feel that they meet all the criteria - to still get in touch! We have a brilliant Deputy Chair and a diverse board of trustees with a range of specialisms including leadership, people & culture and fundraising. It's most important for us that your values are aligned to the ones outlined and that you have the capacity and the ambition to help us drive forward change with young people.

The responsibilities of the Chair

You 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 Deputy Chair, who will oversee the day to day governance of the charity, you 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.

In addition to the general responsibilities of a trustee, you will use your 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 challenges 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

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 a minimum of two fundraising and policy events per year, 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 would also expect regular online engagement with our work.

The regularity of one-to-one meetings with the CEO is to be decided and different structures can be explored that utilise the Deputy Chair who oversees the day-to-day governance of Khulisa.

Support for the Chair

Once appointed, you will be welcomed to your new role via an initial induction which includes an opportunity to attend our flagship programme, meet & greets with key staff and an opportunity to observe sub-committee's and groups as well as attend a whole organisation gathering to meet the wider team. You will be supported by a Deputy Chair and Treasurer to whom you can turn for guidance and support as well as being able to draw on the wider Trustee Board as needed. In addition, Khulisa benefits from a small network of trusted advisors who donate their time and advice to the charity on a pro-bono or informal basis. You will have access to various resources through our corporate partners and NCVO membership. If you need any further supervision or support in order to access and thrive in this role, we will be happy to discuss your needs and source appropriate supervision or guidance.

Application Process



To apply, please email your CV and covering letter summarising your motivations for applying for the Chair role and addressing the key points in the person specification to info@khulisa.co.uk

You are welcome to send your covering letter as a video or audio attachment if you would prefer this method of communication.

The CEO, Jodie Wickers, would be delighted to speak to any interested candidates.

Email: jodie@khulisa.co.uk

Linkedin: [jodiewickers100](#)


If you would like to speak with the outgoing Chair, the Deputy Chair or another trustee then this can also be arranged.

Recruitment Timetable

Campaign start date	Thursday 18th April
Application deadline	Friday 31st May at 9am
Shortlisting	Friday 31st May
Interview one (online)	Thursday 6th or Friday 7th June
Interview two (face-to-face)	Tuesday 11th or Wednesday 12th June



To hear more from the outgoing Chair please [click here](#)



To hear more from the Deputy Chair and CEO [click here](#)

