

Draft Strategic Plan 2009 – 2014

Introduction

The aim of this strategic plan is to build on the plan launched in Jan 2006 incorporating outstanding work into a strategy of an increased local presence. In the more difficult current financial circumstances it is also important that CLAPA can demonstrate the value and benefit of its activities through measurable outcomes.

Vision

A society where having a cleft lip and/or palate is no barrier to achieving your desires and ambitions

Mission

To support people with clefts in achieving their potential – either directly through services or indirectly through information and campaigning

Strategy

Our strategy to achieve our mission is to grow CLAPA's role as a parent support organisation through a large and active membership, strong regional networks and high profile and credibility as the voice of people with cleft lip and palate. The intention is to deliver national services locally to give people a local community and support and to give CLAPA a volunteering and fundraising resource. At the same time CLAPA will raise its profile nationally and internationally as the representative body for people with cleft lip and palate and the provider of high quality information.

Key Aims and Objectives to be achieved by March 2014

- 1. Ensure that CLAPA truly represents the voice of people with clefts and their families**
 - I. Clear and accessible mechanisms are in place for CLAPA to obtain and pass on the views of people with clefts and their families to health professionals, researchers, health commissioners and other appropriate parties
 - II. There is a culture of user involvement and consultation in all aspects of cleft care

- 2. Raise the level of awareness of cleft lip and palate and CLAPA with parents, health professional and the general public**
 - i. There is increased general public awareness (including hard to reach communities such as disabled people and people from ethnic minorities) and understanding of CLAPA and cleft lip and palate including terminology, incidence and implications for the individual
 - ii. All front line health professionals including sonographers, midwives and general practitioners have access to good quality information on the care of people with cleft lip and palate and their families and CLAPA and know where to find it.
 - iii. Members of specialist cleft teams are aware of the support and services provided by CLAPA

- 3. Create an active and efficient national network of support and volunteering**
 - i. CLAPA has a regional structure in place providing support to local volunteers
 - ii. There is a CLAPA membership scheme, with at least 5,000 members, providing local support to parents and children, activities, representation and fundraising.
 - iii. Local volunteers are actively involved in the process of planning future CLAPA strategy and local activities reflect the national strategy
- 4. Become an information “hub” for cleft lip and palate**
 - i. CLAPA has an information service providing timely, relevant and accurate information to all stakeholders
 - ii. CLAPA has a national and international reputation as a source of information on cleft lip and palate
- 5. Support clinical excellence nationally and internationally**
 - i. CLAPA is represented at all appropriate national and international forums for auditing clinical standards
 - ii. CLAPA represents the patient voice to commissioners and providers of cleft care for both individuals and groups of patients
- 6. Deliver high quality services that meet the identified needs of people with clefts, their families and health professionals**
 - i. CLAPA provides a fully funded, comprehensive specialist feeding equipment service
 - ii. CLAPA, both nationally and through local networks, provides a programme of activities that meets the identified needs (including cultural and physical needs) of people with cleft lip and palate and their families including:
 - a. Children and young people
 - b. Adolescents
 - c. Adults with cleft lip and palate
 - d. Wider family groups: parents, siblings, other relatives
- 7. Promote and support research into possible causes, treatment and impact of clefts**
 - i. CLAPA has a research strategy that takes into account other research and user needs
 - ii. CLAPA is consulted by other researchers as the representative voice of people with cleft lip and palate and their families
- 8. Create and deliver a fund-raising strategy that will generate sufficient income for financial sustainability.**
 - i. CLAPA derives its income from a wide variety of sources with no more than 50% from any one source of income (eg Trusts, Statutory, high net worth, individual donations, events and legacies)
 - ii. Where appropriate CLAPA works in partnership with other organisations to access other funding streams
 - iii. All projects are funded on a full cost recovery basis
 - iv. CLAPA maximises the use of national funding streams relevant to its work eg volunteering, communities and health awareness

- v. CLAPA maximises its fund-raising opportunities through good quality information on supporters, potential donors and statistics and by co-working across its regional network

9. Ensure the organisation is run effectively and efficiently to maximise its impact in cleft care and support

- i. All services and activities are evaluated against measurable outcomes and outputs
- ii. CLAPA has efficient office systems that provide it with timely, relevant and accurate data.
- iii. Office systems comply with legislation and Charity Commission rules whilst avoiding unnecessary bureaucracy.
- iv. CLAPA has an integrated IT system that makes the best use of modern technology.
- v. Office accommodation provides a good working environment and sufficient space for staff.

Rosanna Preston
9th March 2009