



Every smile
tells a story

Head of Income Recruitment Pack

Introduction from the Chief Executive

Dear Candidate

Hello, I'm Claire. I'm the Chief Executive of the Cleft Lip and Palate Association (CLAPA), and I want to tell you about this unique opportunity to join an incredible charity that has supported, connected and empowered people affected by cleft in the UK for over 40 years. I'd like to thank you for your interest in this new and vital role.

CLAPA is currently at a cross-roads and we are looking for a standout Head of Income to lead our Fundraising Team. We need someone with drive, energy and expertise to implement and deliver a new, innovative Fundraising Strategy that generates revenue, diversifies our income streams and grows our supporter base to secure our short and long-term future.

We are looking for someone who thrives as part of a small, dynamic staff team, who is willing to champion fundraising across the charity and who values seeing the immediate and lasting impact their work can make. If you think you have the talent, passion and experience to lead and inspire our fundraisers to excel at what they do and ensure we can always meet the needs of the community we serve, we want to hear from you.

The Head of Income is a member of our Senior Management Team who will work closely with our Board of Trustees and have line management responsibilities for three posts within the staff team.

Please read on to find the Job Description and Person Specification along with more information about our organisation and details of how to apply. I look forward to receiving your application.

Claire Cunniffe

Chief Executive

A word from our Chair of Trustees

Every charity is experiencing huge challenges in these unprecedented times. In response, CLAPA has made a significant shift in our strategy to meet our unique challenges and serve our wonderful community. Central to that shift is an admission of the need, and a desire to change, how and from where we drive income.

We have a proud history and an amazing story, but this role is key to how we write the next chapter of that story. We don't just want to survive, but to thrive and develop as a charity. You will make the difference we need. With you, we will continue to deliver our amazing services to each one of the three children born every day with a cleft, not just today, but tomorrow and the day after that too. We need your energy, drive, inspiration and skills to do this. We look forward to meeting you.

Nick Astor

Chair of Trustees

CLAPA is **committed to safeguarding** and ensuring the welfare of children, young people and adults at risk, and expects all employees and volunteers to share this commitment. **The suitability of all prospective employees or volunteers will be assessed during the recruitment process in line with this commitment.**

CLAPA is committed to creating a diverse and inclusive environment, and **we welcome applicants from all backgrounds and walks of life.** If you share our values and are passionate about supporting the UK cleft community, we want to hear from you. Our office is in London, but we have staff and volunteers across the UK. So whether you're down in Cornwall, up in the Scottish highlands, in the Cardiff suburbs or Belfast Central, you'll find a place in our team.

Head of Income (Part-Time)

Job Description

Salary: £45,000 per annum, pro-rata

Hours: Part-time (28 hours per week; for the right candidate, we would consider a contract with more/fewer hours)

Contract Type: Permanent

Reporting to: Chief Executive

Based at: CLAPA Office in London (E2 9DA), OR based from home within the UK

Benefits:

- 25 days paid annual leave (pro-rata), plus bank holidays and closure over Christmas from 24th December to 2nd January inclusive.
- Flexible working hours as agreed by manager, access to unpaid leave and 'Time off in Lieu' policy.
- 5% non-contributory pension.

Job Description

The Head of Income is a strategically important post in the organisation with lead responsibility for overseeing income generation for the UK's only national cleft lip and palate support charity. The role reports directly to the Chief Executive, is a member of the Senior Management Team and works closely with the CLAPA Board of Trustees to ensure that we maximise all opportunities for income generation and provide excellent donor care and stewardship. The post holder also has responsibility for the direct line management of the Fundraising team.

Key Tasks

- Lead on the development and delivery of the organisational Fundraising Strategy
- Embed a positive culture of fundraising across the organisation
- Work with SMT colleagues and the Board of Trustees on the development and delivery of the organisational strategy and operational plan
- Play an active role in the Senior Management Team, ensuring good governance and providing support to the Chief Executive and Finance Manager with developing and managing the organisational budget.
- Develop new commercial revenue streams to complement fundraising income generation
- Manage and review all fundraising income and expenditure budgets, setting ambitious yet achievable objectives for each team member and the overall team.
- Lead the Fundraising team, ensuring that staff are supported to achieve individual and organisational KPIs, including stretching income targets
- Manage all of our key trust relationships
- Lead and guide the Trusts and Grants Fundraiser on key applications to major trusts and foundations
- Administer and promote legacy income support
- Own, drive and develop CLAPA's stewardship, including the 'CLAPA Champions' regular giving programme

- Work in close partnership with our Impact and Influence Manager and other members of the SMT to build robust, agile and dynamic Fundraising and Communications teams to increase our reach and connection to grow supporter numbers and increase our impact
- Monitor all fundraising activities and ensure that they comply with the current regulations, including the Fundraising Regulator, ICO and GDPR.
- Be curious, engaged and CLAPA's lead advocate of new fundraising developments and activities within the fundraising sector.
- Keep up-to-date with the communications from the Diversity Committee and ensure that all services delivered by the Engagement and Services team are developing in line with this guidance.
- Ensure the wellbeing of colleagues, volunteers & beneficiaries at all times
- Any other duties as deemed appropriate

Person Specification

Essential

- Experience of successful strategic management within a fundraising role, including the development of a fundraising strategy in a complex and changing environment
- Proven experience in leading and accelerating a charity's income growth against targets and a KPI framework
- Demonstrable experience in successfully generating significant income from at least two of the following forms of fundraising: digital campaigns, trusts, corporate, major donor and legacy
- Highly experienced at establishing and retaining significant new funding partnerships
- Influencing skills – high-end networking and relationship building that delivered for an organisation
- Inspirational leadership and team management, establishing a shared commitment to the vision and values of the organisation to ensure a clear focus on goals and targets
- Experience in setting and managing budgets
- Proven ability to self-motivate, take the initiative and get things done, both independently and as part of a team

Desirable

- A track record of senior management experience including experience of working with or reporting to a Board
- Experience of change management
- Experience of developing commercial revenue schemes
- Knowledge or understanding of cleft lip and/or palate
- Experience in working with CRM databases – knowledge of Salesforce would be useful but training can be provided

About Cleft Lip and Palate

Early in pregnancy, different parts of the face form and come together just above the top lip. If this doesn't happen quite as it should, the result is a gap or 'cleft' in the upper lip, the palate (roof of the mouth), or both. It's usually caused by a mix of genetic and environmental factors interacting in a way that can't be predicted or prevented. A cleft can affect feeding, hearing, speech, teeth placement and more. The treatment pathway can last 20+ years, including several surgeries.

Around one in 700 people are born with a cleft – that's 1,200 each year in the UK alone.

About CLAPA

The Cleft Lip and Palate Association (CLAPA) is a small charity supporting people born with a cleft and their families in the UK. We bring together people affected by cleft to help them connect with others who share their experiences, welcoming them into a supportive community for life.

CLAPA's Services

- Vibrant **social media channels** which promote positivity, bust myths and celebrate differences.
- **Online support groups** moderated by trained volunteers provide an instant connection for those looking for an informal support network.
- **Regular online events** give people the chance to talk about their experiences and worries and hear from others at all stages of the cleft journey.
- Confidential **one-to-one support** provided by trained volunteer patients and parents who reassure those most in need that they can cope with whatever lies ahead.
- Accredited **information** on cleft led by our community, reflecting their experiences and emotional needs as well as medical facts.
- An **Advocacy Service** that provides information and signposting to those with complex enquiries.
- A **Children and Young People's Council** made up of 9-17-year-olds who meet to share their thoughts and experiences, helping to improve our support services as well as cleft research and NHS care.
- A consultancy service for **researchers** which connects their work with our community.
- A **feeding service** that supplies 15,000 subsidised items of specialist equipment for babies born with a cleft each year, including free of charge items for new and vulnerable families



When my Sonographer told me about my baby's cleft I was devastated. Soon after, I found CLAPA who introduced me to a whole new community of smiles and support. The experience has been amazing."

– Parent of young child

CLAPA's Values

- **Inclusive.** Everyone affected by cleft in the UK, regardless of background, identity or socioeconomic status, should be able to find a warm and welcoming community with CLAPA. We value all voices and want everyone to see themselves reflected in our work.
- **Trusted.** We passionately believe in doing what is best for the UK cleft community. Their needs and voices are at the front and centre of everything we do. We take responsibility for our mistakes and use them as chances to learn.
- **Adaptable.** We seek authentic feedback to help us raise the bar in everything we do. We don't stay stuck in our ways. We follow the evidence, try new things, and change with the times.
- **Collaborative.** We work best when we work together, whether this is as a staff team, as a community, or in partnership with others.

CLAPA's Strategy

Following a year of global upheaval, CLAPA launched a one-year, digital-first strategy in April 2021 which built on the innovative work trialled during lockdown. This strategy had us re-imagine our services from the ground up with a digital focus that aims to improve accessibility, diversity and sustainability across the board.

As we look ahead to launching a new longer-term strategy in April 2022, we plan to continue to this work to develop a suite of high-quality, community-led, online services which will be able to keep pace with whatever challenges the future may bring.

Working for CLAPA

Most of CLAPA's 15 staff are part-time, and all are partly or wholly home-based. Core working hours are Monday-Friday, 9am-5pm, but all staff have some flexibility around their hours of work and can request changes to their working patterns as per our Flexible Working Policy.

CLAPA is structured around a small Senior Management Team and Chief Executive who report to the Board of Trustees (the majority of whom have a personal connection to cleft lip and palate), and has a constructive, collaborative culture where all voices and contributions are valued. CLAPA encourages cross-team working to give staff a chance to test their skills and learn about every area of how a modern charity operates.

Although we work remotely, we keep in constant contact using CLAPA's Slack workspace and regular Zoom catch-ups, so staff are never alone when questions, concerns or ideas pop up.

How to Apply

Please complete the online Application Form: https://clapa.formstack.com/forms/clapa_application_form

You may request an application form in another format by emailing info@clapa.com with 'Head of Income Recruitment Pack Request' in the subject.

All applications are subject to our shortlisting process. If you're shortlisted, we will contact you and invite you to attend an interview. We'll also tell you if there will be any skills tasks to complete as part of the recruitment process. If you are shortlisted, we will ask you to complete a criminal records disclosure. Check [NACRO guidance](#) for more information on what should be disclosed and your rights.

If you have not heard from us by 28th April, please assume your application has been unsuccessful.

Applications close: 24th April

Interviews: 6th May

Start date: ASAP

Criminal Record Background Checks

If you are invited for an interview, you will be sent a **Criminal Record Declaration form**. You will need to complete this form prior to the interview, but it will be stored securely and will only be looked at if we wish to make you an offer of employment. If you have declared that you have a criminal record on this form, we will complete a risk assessment process in line with our Safeguarding Policies.

Contact

Contact Claire Cunniffe, Chief Executive at claire.cunniffe@clapa.com or call the CLAPA office on 020 7833 4883 if you have any questions about the role or the application process.

Due to COVID restrictions, our office is closed, but if you leave a message on the answerphone we will call you back as soon as possible. Please leave your full name and phone number when leaving a message.

