



Every smile  
tells a story

# Head of Service Delivery 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 vital role.*

*We are currently looking for a Head of Service Delivery to join our Senior Management Team and to lead our Engagement and Services team. We need someone with strong leadership and project management skills to ensure that we are delivering the best quality services that meet the needs of the cleft community. We are looking for someone who thrives as part of a small, dynamic staff team, is willing to champion the charity and values seeing the immediate and lasting impact their work can make. If you think you have the talent, passion and experience to help us ensure we can always meet the needs of the community we serve, we want to hear from you.*

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

**Claire Cunniffe**

**Chief Executive**

## A word from our Chair of Trustees

*Every charity is experiencing huge challenges. In response, CLAPA has made a significant shift in 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.*

**Oliver Hopkins**

**Interim 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 small 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 Service Delivery (Part-Time)

## Job Description

**Salary:** £40,000-45,000 per annum (FTE)

**Hours:** Part-time (28 hours per week)

**Contract Type:** Permanent

**Reporting to:** Chief Executive

**Based at:** Based from home within the UK (Few days per annum at CLAPA Office in London (E2 9DA) with travel costs covered)

### Benefits:

- 25 days paid annual leave (pro-rata)
- Bank holidays (pro rata) and closure over Christmas from 24<sup>th</sup> December to 1<sup>st</sup> January inclusive
- Extra day off during birthday month
- Flexible working hours as agreed by manager, access to unpaid leave and 'Time off in Lieu' policy
- Access to 'Health Assured' Employee Assistance Programme
- 5% non-contributory pension
- Working as part of a small team with the opportunity to learn and develop skills

### Job Description

The Head of Service Delivery is a strategically important post in the organisation with lead responsibility for overseeing service delivery 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 our service delivery is of the highest standard and that the patient voice is always a high priority. The post holder also has responsibility for the direct line management of the Engagement and Services team, a team of 5 who deliver services for parents, families, young people and adults and a range of engagement and advocacy programs.

### Key Tasks

- Lead on the development and delivery of an Engagement and Services Strategy and to be able to provide support with day-to-day delivery as required due to staff sickness or unexpected absence
- Embed a positive culture of co-production 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 with developing and managing the organisational budget
- Lead on Project Management across the organisation ensuring that we have effective tools in place for all staff to utilise
- Lead the Engagement and Services team, ensuring that staff are supported to achieve individual and organisational KPIs, including stretching targets
- Maintain excellent relations with the NHS Multidisciplinary Cleft Teams through the Clinical Excellence Networks (CENs), ensuring that CLAPA is represented at meetings and that the teams are aware of CLAPA's priorities to enable them to promote services and opportunities to patients and families
- Lead on Information provision across the organisation, to ensure that all literature on the CLAPA

website and elsewhere is up-to-date and accurate

- Work in close partnership with our Head of Income to package our work for fundraising applications and ensure good quality monitoring and evaluation data is collected for reporting back to funders
- Be CLAPA's lead advocate of service delivery and patient involvement within the voluntary sector
- Be an active member of CLAPA's Safeguarding team, contributing to day to day management of CLAPA's processes to safeguard the community and ensuring that safeguarding policies and procedures are followed across the organisation
- Ensure that all services delivered by the Engagement and Services team are developed in line with guidance from the Diversity Committee and best practices in equality and diversity.
- Commitment to the wellbeing of colleagues, volunteers & beneficiaries at all times
- Any other duties as deemed appropriate according to the needs of the charity

## Person Specification

### Essential

- Experience of successful strategic management within a charity, including the development of strategy in a complex and changing environment
- A track record of senior management experience including experience of working with or reporting to a Board
- Highly experienced at establishing and retaining significant relationships with external stakeholders
- 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
- Experience of Project Management frameworks and embedding these across an organisation
- Knowledge and understanding of patient involvement and co-production
- Knowledge and understanding of safeguarding issues and recent training completed

### Desirable

- Experience of charity fundraising
- Experience of change management
- 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
- Experience of working with senior health professionals

## 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

Like many organisations, 2020-21 saw CLAPA revolutionise its service delivery to better serve communities wishing to access support online. Our 2022-25 strategy has us building on this work to provide a suite of high-quality, community-led, online services which will be able to keep pace with whatever challenges the future may bring.

Within this strategy, there is a particular focus on developing external partnerships to support our work, developing enduring resources to make the most of our considerable knowledge base, and reviewing our services and marketing to ensure accessibility, diversity and inclusion are top priorities. This period will also see a shift in how we raise funds to ensure the ongoing sustainability of CLAPA's work.

## Working for CLAPA

Nearly all of CLAPA's 16 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](https://clapa.formstack.com/forms/clapa_application_form)

You may request an application form in another format by emailing [info@clapa.com](mailto:info@clapa.com) with 'Head of Service Delivery 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 15<sup>th</sup> December, please assume your application has been unsuccessful.

**Applications close:** Thursday 7<sup>th</sup> December, 5pm

**First Stage Interviews:** Friday 15<sup>th</sup> December

**Second Stage Interviews:** Tuesday 19<sup>th</sup> December

**Start date:** ASAP

Please note that we reserve the right to close this recruitment process early, should we receive a high volume of quality applications.

## 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](mailto: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 most of our staff being home-based and part-time, there is usually limited cover, 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.

