

Changing Faces

Deputy Chief Executive (DCEO)

Background

1. The new role

Changing Faces seeks a Deputy Chief Executive (DCEO) to play a major role in the charity's leadership, working closely with James Partridge, the Founder and Chief Executive.

Over the past 18 years since its inception, *Changing Faces* has built a strong reputation as a leading UK charity pioneering new support for people with disfigurements, advocating for fair and equal treatment, and challenging public attitudes towards disfigurement.

We wish to strengthen the senior management, to facilitate continued growth of the charity's activities both in the UK and beyond the UK.

The DCEO will be responsible for the leadership of the charity's work in the following areas:

- our empowering work with individuals who have facial or body disfigurements and their families through our Caring Programme
- our efforts to embed best practice in psycho-social support into the NHS, schools and the workplace through our Catalyst Programme
- our fund-raising efforts both nationally and in the regions and devolved nations.

We are therefore looking for an ambitious, creative and energetic leader with the capacity to be a public face for the charity, the experience to be an effective manager of four teams comprising about 30 people (not all full-time), and the enterprise to be a successful fund-raiser.

2. The mission and programmes of *Changing Faces*

Changing Faces' mission is to create a better and fairer future for people who have a psycho-socially significant disfigurement from any cause: from birth, eye or skin conditions, cancer surgery, scarring after accidents, violence, warfare and burns, or facial paralysis.

Disfigurement is much more widespread than is commonly realised: 1.3m people in the UK are affected, that is 1 in 45, and many millions world-wide. Medical and surgical treatments are increasingly sophisticated but they can rarely remove a disfigurement; public attitudes are unwittingly negative; the subject is shrouded in fear, taboo and stigma.

Changing Faces exists because...

- individuals with disfigurements are too often alone, feeling socially and economically excluded, with low self-esteem and confidence, lacking support and empowerment
- the majority of the UK and other countries' health and social care, educational and employment services are inadequate in addressing people's psycho-social needs
- our looks-obsessed world means disfigurement is often viewed negatively, so people with disfigurements experience unconscious facial discrimination.

Changing Faces exists in order to...

- support, advise and inspire individuals of all ages with disfigurements, and their families
- develop and advocate for improved health and social care, education and employment
- transform public attitudes so that people and institutions in society respect 'face equality'.

In 2006, *Changing Faces* decided to be no longer primarily a service provider but a catalyst for change and a campaigning organisation. We now support and represent people with disfigurements through 3 Programmes underpinned by research and informed by users:

- CARING: innovating and providing psycho-social help for individuals and families (eg: counselling, social skills training, workshops, school support, self-help information)
- CATALYST: promoting professional awareness, skills and best practice in health care, education and the workplace to meet the psycho-social needs of people with disfigurements
- CAMPAIGNING: promoting public awareness and campaigning for face equality, equal rights and opportunities for people with disfigurements.

3. Key achievements in 2009-10

- The 5-year £1m loan to buy our HQ, the Squire Centre, was repaid on time in July 2009
- About 500 people sought help, often with complex issues, addressed by our specialists
- Our expanded team provided more training courses, lobbied on the Equality Bill and took Face Equality to schools and employers – 25 major organisations have now signed up, committing to Face Equality
- Our UK Network expanded, with Officers in North, Midlands, South/South West, East/South East, and London joining those already in place in Wales, Scotland and N. Ireland
- Face Equality was introduced to the media with the appearance of James Partridge as a newsreader on Channel Five. Media coverage and website hits increased
- A children's poster campaign was launched in January 2010 and a Children's BBC documentary on the experiences of the children involved broadcast on BBC
- We attracted significant new grants, e.g. from BBC Children in Need Appeal and the Esmée Fairbairn Foundation. Our annual income exceeded £1.5m for the first time.

4. Our main Programmes

Our Programmes are inter-related and informed by our Young People's Council and other users. Our work is underpinned by academic research evidence and by ongoing evaluation. Each Programme has a specialist team.

1. **CARING: working with individuals and families**

People with disfigurements can and do live full, valuable and happy lives but many need specialised psycho-social help to be able to face people with confidence and make the most of their lives. *Changing Faces* specialises in working with children, young people and adults with disfigurements, and those close to them, to strengthen their self-esteem and confidence by gaining 'disfigurement life-skills'.

The Programme has two teams – our Children and Young People's Service and our Adult Service. Each employs Specialists who provide and test new ways to help, through one-to-one counselling, workshops and family days, self-help guides, an interactive website for young people (www.iface.org.uk), and school-based support for children.

2. **CATALYST: working with professionals and policy-makers**

Surgical and medical treatments for disfiguring conditions are very important: they are often life-saving and can be aesthetically beneficial but they can rarely remove a disfigurement completely. Patients and families need to have access in their locality (ie: hospital, GP) to disfigurement-specific psycho-social help to build self-esteem and confidence. As pupils, employees and customers, they need access to disfigurement-confident support to manage the everyday social challenges when attitudes and behaviours have a significant impact.

Our 10-strong Policy and Practice team provides expert advice and specialised training and works to influence policy and practice on the delivery of local/national services, working with professional associations and representative bodies.

During 2009-10, our UK Network team was expanded, with a new Head, with half-time Officers in Wales, Scotland, Northern Ireland, and in England: the North, the Midlands, the South and South West, the East and South East, and London. The Officers act as signposts for people with disfigurements and their families locally in their regions, and raise awareness of disfigurement issues amongst professionals in the local NHS, schools, colleges and employers. They also campaign for face equality and co-ordinate local fund-raising efforts.

3. *CAMPAIGNING: challenging the public and opinion-formers*

Everyone, irrespective of their appearance, has the right to be, and be seen to be, respected and included in society for who they are; no-one should be discriminated against or disadvantaged because of their disfigurement or appearance. *Changing Faces* is committed to raising awareness of the issues faced by people with disfigurements and to advocating for a society which fully respects face equality. Our 3-strong Campaigns and Communications team supported by our Face Equality Champions aims to transform public attitudes and behaviour via the media, PR/external relations, informative literature and our website.

Underpinning the Programmes, we have an Operational Support team of three people, and a small Fund-raising team headed by the CEO.

Fund-raising involves a mix of activities to nurture relationships with, and make applications to, prospective and existing supporters: individuals, schools and community groups, trusts and corporates and statutory sources both nationally and regionally.

5. The next step-change for *Changing Faces*

Building on our foundations, *Changing Faces* is now ready, as we celebrate our 18th Birthday, to make the next step-change. We aim, with new funding, to expand the reach of our services, ideas and influence both in the UK and internationally.

Our 5-year plan involves three inter-linked building blocks:

First, building the leadership and infrastructure of *Changing Faces*

The Trustees are determined to bolster the senior leadership of the charity in support of James Partridge (Founder and Chief Executive) to enable the next step-change to be made.

We therefore seek to fund and recruit a Deputy Chief Executive who will take responsibility for a significant part of the charity's UK work and add to our fund-raising capacity. The Deputy will take responsibility for UK fund-raising with individuals, schools and community groups, trusts and corporates and statutory sources both nationally and regionally, and will work with the CEO on major donors. The CEO will concentrate on UK major donors and on finding funding sources for projects and work beyond the UK.

We also need to invest in our IT systems and essential infrastructure.

Changing Faces is aiming to secure the funding for building the senior leadership and infrastructure so that it can be in place by October 2010.

The current and proposed new organisational structures are shown at Annex 1 and 2 respectively.

Second, building on our success in the UK

Our profile and capacity to influence in the UK is higher than it has ever been – and we are determined over the next 5 years to grow, develop and strengthen this even more, especially as a catalyst in promoting disfigurement-specific psycho-social services in the NHS and schools, and in leading the campaign for face equality amongst the public, media and employers.

Our London HQ team of specialists and advisers is supported by Officers in Wales, Scotland and Northern Ireland and in the English Regions, making a full-time staff team of 30 costing c £1.4m, including our fund-raising and operational support teams. This UK work is funded by a mixture of donations and grants from charitable trusts, corporates and individuals – and we aim, over the next 3 years, to add about 8 new staff with new funds *raised from similar sources*, national and regional.

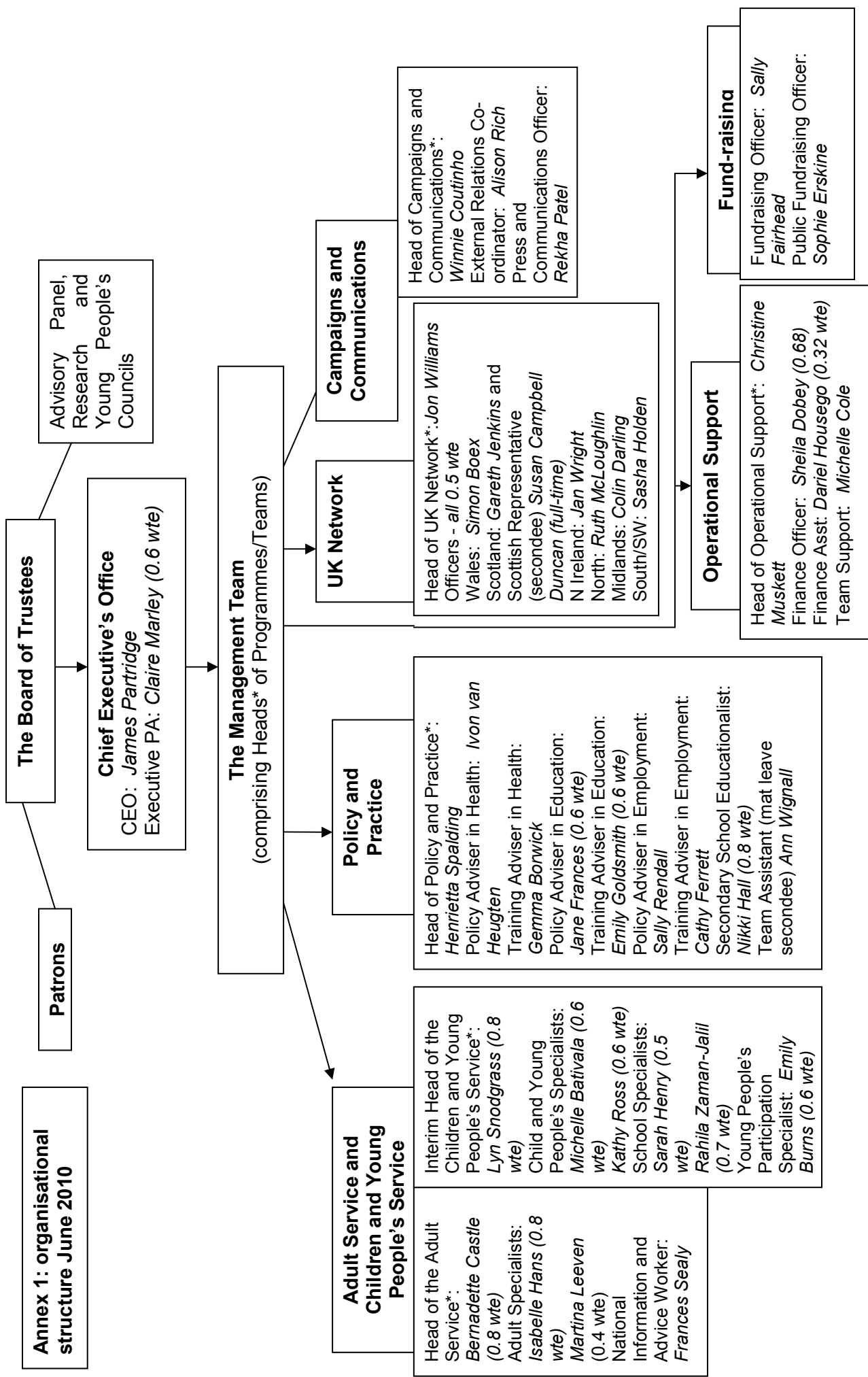
Third, building our impact beyond the UK

For many years, we have been acutely aware of the psycho-social difficulties and injustices faced by people with disfigurements in other countries, especially low-income ones, and we are regularly asked to help. Until now, we had decided that strategically we were not in a position to act in a committed way (see over the page for a summary of our activities).

Now, however, building on our UK record and with pro bono advice from Deloitte's, we are determined to move into the international field, *but only once the first building block is achieved*.

With new corporate and charitable foundation support, we plan:

- to respond to international enquiries including with translated self-help advice
- to develop ways for people in other settings to adapt the Face Equality campaign
- to create 2-4 'Proof of Concept' projects in key locations, such as in Cape Town
- to pilot partnerships with active NGOs such as Operation Smile
- to build our resources, manuals and e-learning for health/education professionals
- to become active in international conferences and policy-making forums
- to explore whether and how similar organisations can be encouraged in other countries..



ANNEX 2: The proposed new organisational structure

