



**CHANGING
FACES**



**Chief Executive
Officer**



Starfish

Introduction from the Chair

'Not having to go out and face the world and the stares that come with looking different, is in many ways so much easier. For years, I have had to force myself to face up to the anxiety and go out my front door. I can start to feel that anxiety coming back - just the thought of going out the other day made me think about who would see my scars, what would they think? I'm already back in the mindset of where I was before where I think 'What am I going to have to deal with today?' Tulsi, a burns survivor

Dear Candidate,

Thank you for your interest in becoming our new Chief Executive.

Looking different in a world where there is such pressure to look a certain way presents huge challenges and we know that people with visible differences are vulnerable to isolation, loneliness, social anxiety, and low self-esteem. In the UK today, 60% of adults with visible differences have experienced hostile behaviour from strangers and almost half of young people who have a visible difference are bullied at school.

At Changing Faces we are changing lives. As the leading charity for people with visible differences, we provide specialist advice and support for children and adults through counselling, peer support networks and skin camouflage services. We amplify the voice of our community through active campaigning to drive positive social change and challenge prejudice and discrimination. Covid-19 has hit our community hard and with NHS services at breaking point, we know thousands of people are being either turned away from mental health services or having to wait too long for treatment. Without Changing Faces, there is simply no-one else there to support them and we are committed to doing what we can to deliver greater impact through improving access to our critical services and campaigning.

We will be sorry to say goodbye to Becky Hewitt, who has successfully led our charity through significant change and transition. However, she leaves us with a clear vision and ambition to build and grow our impact and this offers an exciting opportunity for a new Chief Executive, with roots in service delivery, to build our future.

You will be an inclusive, forward thinking, and innovative leader with direct experience of leading the design, transformation and growth of frontline services, preferably with digital transformation experience. Agile and responsive, commercially and financially astute, you will bring the skills and experience to grow our small yet impactful charity. We have a good financial base, having strengthened our reserves and grown our income over the past three years. You will be a compelling external ambassador and we are looking to you to leverage strategic and multifaceted partnerships, in order to accelerate and expand our reach and impact.

We are looking to you for vision, and you will bring compassion, warmth and energy. You'll be someone who can quickly build trust and credibility across our team, our community and our wider stakeholders. Values-driven you will care deeply about what we do and the people we serve and will be driven, as we are, to radically change people's lives for the better.

We are committed to building a truly diverse workforce. If you share our commitment to this, bring the skills and leadership qualities we are seeking and are excited by our vision we'd love to hear from you.

Best wishes

David Clayton
Chair of Trustees

About Changing Faces

We know that looking different in a world where there is such pressure to look a certain way presents huge challenges. People with visible differences are vulnerable to isolation, loneliness, social anxiety, and low self-esteem. They face staring, harassment, bullying and hate crime. They experience lowered expectations in school, problems getting work and stereotyping in the media. They are severely under-represented in public life and decision-making.

Among adults:

- One in three people say that they feel depressed, sad, or anxious as a result of having a visible difference
- 60% of people have experienced hostile behaviour from strangers
- Almost a quarter say they feel self-conscious or embarrassed going out in public as a result of their visible difference

Among children and young people:

- Less than a third of children say they would be friends with a child with a visible difference
- Almost half of young people who have a visible difference are bullied at school

People with visible differences have also been hard hit by Covid-19. Many have already self-isolated previously due to bullying and abuse they receive because of their visible difference. They tell us that they are stressed and anxious about going back out in public and returning to school, university or work - alongside coping with pandemic-related challenges like wearing facemasks, dealing with video calls, and other health issues which make them vulnerable.

“When I think about going back outside after lockdown, I have a lot of anxiety about my skin and appearance as I know the questions I hate to answer will be still there when I meet new people.” Amba

Our research and contact with other appearance charities shows that many of our community who have not previously needed targeted mental health support are more likely to do so in the future due to the pandemic.



How does Changing Faces help?

Changing Faces is the UK's leading charity for people with visible differences: a mark, scar or condition that affects their appearance. We are the only UK charity providing specialist advice and support for children and adults with visible differences through counselling, peer support networks and skin camouflage services. With NHS services at breaking point, we know thousands of people are being either turned away from mental health services or having to wait too long for treatment. Without Changing Faces, there is simply no-one else there to support them.

"I really don't know if I would be the person I am today without Changing Faces and being able to meet other people with a facial difference. Knowing I'm not on my own, and hopefully helping others feel that they are not on their own means a great deal to me. Being able to meet other people that are going through what I have to deal with on a daily basis has been amazing. They understand. I'm not on my own. It's like a weight has been lifted. I am not someone who looks different, I am just me." Marcus, age 15, who has a facial cleft and cleft palate.

People with visible differences have told us about the transformational impact our work can have. Our life-changing services build confidence and resilience – giving people with visible differences tools to manage their feelings, cope in different social settings, handle other people's reactions or deal with transitions such as starting school.

'I was terrified when my son Sam was due to move to secondary school.' Claire, mother of Sam who was born with a severe cleft lip and palate.

Our wellbeing service offers a range of support that includes: a face-to-face and digital counselling service, a support and information line, peer support, an online forum, an online self-help programme, and self-help factsheets.

"I was in a very dark place, feeling alone, scared and overwhelmed by the effects of the palsy when I first phoned Changing Faces. That first contact was a turning point for me – I felt like someone actually cared and wanted to help." Wellbeing services client.

Our specialist skin camouflage service gives people with visible differences a choice over their appearance, giving them control over how they want to look day to day. The service includes a consultation with a trained practitioner to identify a colour match for a person's skin from a specialist range, as well as expert advice on using these products at home.

"I left feeling confident and my scars no longer bothered me." Skin camouflage client .

Our campaigns, education and learning programmes drive change so that the ambitions of people with visible difference aren't limited by attitudes, behaviours or systems and they can lead the lives they choose.

"Recently I became a champion for the Changing Faces charity, which has enabled me to help and empower others struggling with their visual differences, like vitiligo. Now I speak out about living with a visible difference. I'm trying to spread a message of body positivity to inspire others."

Our Strategy

Our ambition is to build and grow our charity so that we can have the greatest possible impact – always keeping the voices of people affected by visible difference at the heart of our approach. **We know there are thousands more people who need our help.** We won't stop until everyone with a visible difference has the confidence, support, and opportunity to live the lives they want.

Our four strategic themes:

The leading provider of service innovation for those with a visible difference

We will innovate, evaluate impact, and demonstrate excellence in our services – based on an in-depth understanding of our service users' needs. We will increase the reach of services through effective use of digital. And we will use our evidence and expertise to inspire and influence best practice in psychosocial support for those with a visible difference.

Championing the voice of those with a visible difference

We are determined to empower people affected by visible difference to tell their stories and be heard. We will raise awareness of the reality of living with visible difference, change attitudes and challenge prejudice. We will be an expert on the issues affecting people with visible differences and use our evidence to secure positive social change.

Achieving long term financial sustainability

We will manage our finances responsibly and ensure there is greater predictability and sustained growth in our funding whilst minimizing risk by developing a more balanced portfolio of funding sources.

A highly efficient and effective organization

We will build a values-focused culture of learning, accountability and high-performance. We will have a transparent and effective governance structure and build a working environment that encourages learning and innovation. We will prioritise and evaluate what is critical to our success and report regularly and transparently on our performance. We will build our digital vision, skills, culture, and capability.

Finances

Over the past three years, Changing Faces has grown its income, restructured its cost base and stabilised its reserves.

Summary of reported results	2019/20 £'000	2018/19 £'000	2017/18 £'000
Gross income	1,565	1,451	1,162
Total expenditure	1,894	1,756	1,905
Deficit from operations	(329)	(304)	(742)
Profit on sale of leasehold	-	-	1,488
Total reported surplus / (deficit)	(329)	(304)	746

At 31 March 2020, total reserves were £1,584,000. Including £1,222,000 of unrestricted reserves. Of this total, £942,000 of reserves have been designated for infrastructure investment.

Strategic Challenges and Opportunities

Changing Faces is in the final year of an ambitious three-year strategy that has focussed on transition and transformation. Our approach has centred around a comprehensive review of our core wellbeing and skin camouflage services – aiming to increase their reach, impact, responsiveness and accessibility – particularly through prioritising a new approach to digital. We have continued to champion the voices of people with visible differences: building our new campaigners' programme, launching hard-hitting campaigns to drive social change, strengthening our research approach, sharing more stories, and developing our approach to listening, collaborating and consulting people with visible differences. We have invested carefully in sustainable income generation, digital infrastructure, staff team and governance structures that will ensure we build a resilient, innovative, and dynamic charity for the future. And we have developed our use of data – to help us to understand our impact so that we can prioritise the work that makes the most difference.

Our intention for the final year of this strategy was to focus on anchoring our key changes – and investing further in our fundraising and digital capacity – to create a platform for substantial, but ambitious growth in our next strategic plan.

Of course, like so many charities, our work has been profoundly impacted by Covid-19. It has inevitably been the case that our original plan for the year ahead has been very significantly altered as we have adapted to both the operational and financial impacts of the crisis. Changing Faces is fortunate to be in a comparatively strong financial and strategic position despite the pandemic – but its impact will significantly impact our focus in the medium term.



Key areas for the new Chief Executive to take forward will include:

- Our Skin Camouflage service, which delivers appointments to over 2000 people a year, has been suspended since March 2020 in line with NHS and Government advice. By the end of this financial year we anticipate more than 2500 people will be on our waiting list. A key priority will be to reopen, rebuild and reimagine the service – using a blend of Covid-safe face-to-face appointments, digital approaches and innovative ways of working.
- Building on our strategic review and transformation of our wellbeing offer, there is now an urgent need to raise awareness of, and build referral pathways to, these vital face-to-face and digital services – to ensure we are growing service capacity and profile and meeting increasing demand from our community. This will include building new strategic partnerships and collaborations within the health, appearance and voluntary sectors and beyond.
- Developing a new clinically informed practice-model and framework for our 1-2-1 counselling service.
- Designing, launching and growing a new national wellbeing and education service for children and young people.
- Taking forward our ambitious approach to digital transformation – building on the launch of a brand-new website and donation platform later this financial year.
- Build and grow income generation – so that we have a sustainable income base to develop services for many more people.
- Our existing strategy has been extended for a year until March 2022. A key priority will be consulting on and developing an ambitious and impactful future strategy.
- By March 2021, the majority of our staff will have been working remotely for a year. Organisational culture, staff wellbeing, staff development and training, embedding our values, considering future office needs and working arrangements will need to be at the heart of our approach.
- Leading Changing Faces' commitment to equality, diversity and inclusion, championing inclusion across the whole charity and creating an inclusive environment for all those who work for us and all those who we support.



Job Description

The Chief Executive will be responsible for:

Strategic direction and leadership

- Working with the Board of Trustees to determine a clear strategy and lead the delivery of Changing Faces' strategic plan.
- Bringing a clear and compelling vision for what Changing Faces can achieve for people with visible differences.
- Providing inspiring, collaborative, positive and dynamic leadership to our staff, volunteers, campaigners and community.
- Ensuring a resolute focus on impact and performance across our services and activities.
- Leading an ongoing programme of service transformation and development and building Changing Faces' capacity for innovation.
- Taking forward Changing Faces commitment to digital transformation.
- Living and modelling Changing Faces' values.
- Developing Changing Faces' approach to talent management and succession planning.
- Prioritising the wellbeing and development of our team informed by evidence-based organisational development approaches.
- Keeping people with visible differences at the heart of everything we do.

Governance and Financial Management

- Ensuring that all legal and regulatory responsibilities are carried out and supporting excellent governance of the organisation.
- Working with the Director of Finance and Resources, you will lead excellent financial management, budgeting, reporting and risk management and ensuring that Changing Faces meets all statutory reporting requirements.

External representation

- Building and maintaining strategic partnerships and alliances – particularly in the health and appearance sectors and with key funders.
- Leading our high-level strategic systems-change and policy influencing work.
- Acting as a champion and advocate of Changing Faces work with multiple stakeholders.
- Acting as Changing Faces' lead external spokesperson.

Income generation

- Working with the Director of Fundraising and Communications, ensuring a strong and sustainable pipeline across multiple income streams and building excellent relationships with key funders.

Person Specification

Knowledge and experience

- An experienced senior leader, preferably within the health and wellbeing sector. Experience of leadership within a not-for-profit organisation is desirable.
- Direct experience of leading the design, transformation and growth of frontline services, informed by evidence-based organisational development approaches.
- Excellent strategic-insight into and knowledge of the systems, policies, practices and networks relevant to Changing Faces' mission, purpose and strategy – with a particular focus on psychological services, mental health, health and appearance.
- Proven track record of successfully leading change and innovation – with a particular focus on maximising the opportunities of digital and technology.
- Experience of working with a Board of Trustees or Non-Executives.
- Strong understanding of income generation and experience of building diverse and sustainable pipelines.
- Experience of public speaking, including media appearances.
- Strong understanding of risk management including safeguarding.

Skills and Abilities

- Highly effective communication and influencing skills.
- The ability to build strong and effective relationships with a diverse range of internal and external stakeholders.
- Clear leadership skills, able to motivate and inspire a committed and hard working team.
- Demonstrable financial and commercial acuity.
- A creative thinker with the ability to design new approaches to income generation and service delivery.
- Strong analytical skills with the ability to use judgment to identify new opportunities for service development.

Key qualities and personal attributes

- Strong commitment to the ethos and shared values of Changing Faces.
- A high level of personal resilience and energy and comfortable with ambiguity and change.
- A motivating, collaborative, empathetic and empowering leadership style – which builds a culture of trust, respect and high-performance.
- A bold, effective, brave and a proud ambassador and lead spokesperson for the organisation .
- A clear commitment to inclusion, diversity, and equality.



Terms of Appointment

Salary	circa £80,000
Location	London (currently home based until new office location is determined)
Pension	All eligible staff are enrolled in the Changing Faces Legal & General Pension Scheme with effect from their start date at Changing Faces. This is a money purchase scheme. Currently, Changing Faces pays 6% of employees' gross salary into the pension fund, and employees pay a minimum of 2%.
Annual leave	All staff are entitled to 33 days annual leave during each completed leave year, increasing by a day per year from the year the second full year of service is reached, to a maximum of 38 days calculated pro rata for staff who work part-time. The 33 days of annual leave is inclusive of bank holidays – 8 in England and Wales and 9 in Scotland.
Death in service insurance	Changing Faces pays for death in service insurance at 2 times gross salary for any employee who dies while employed by Changing Faces.
Season Ticket	Changing Faces offers an interest free loan to employees for the purchase of an annual season ticket. The loan is repayable over 10 months by deduction from salary.
Cycle Scheme	Changing Faces is a member of Cyclescheme, allowing employees to save on the cost of a bicycle and cycling equipment.



How to Apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Katy.Giddens@starfishsearch.com or Juliet.Brown@starfishsearch.com by email.

To make an application, please go to <https://starfishsearch.com/jobs/changing-faces-ceo/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement of no more than three sides that sets out why you think this role is the right move for you and how you meet the Knowledge & Experience criteria.

Closing date: Friday 8th January 2021

Longlist meeting: 19th January 2021

Shortlist meeting: 29th January - AM

Final interviews: 8th February 2021

Changing Faces is committed to being an inclusive employer with a diverse workforce. We are currently under-represented by people of colour and are actively looking to strengthen the diversity of our team. We encourage applications from people from the widest possible diversity of backgrounds, cultures and experiences.



