



Every Smile Tells a Story

CLAPA 
Cleft Lip & Palate Association

Plugging a hole and building the dam

Increasing fundraising capability in a visible difference charity

Mikaela Conlin-Hulme

Head of Income at Cleft Lip & Palate Association (CLAPA)

mikaela.conlin-hulme@clapa.com 

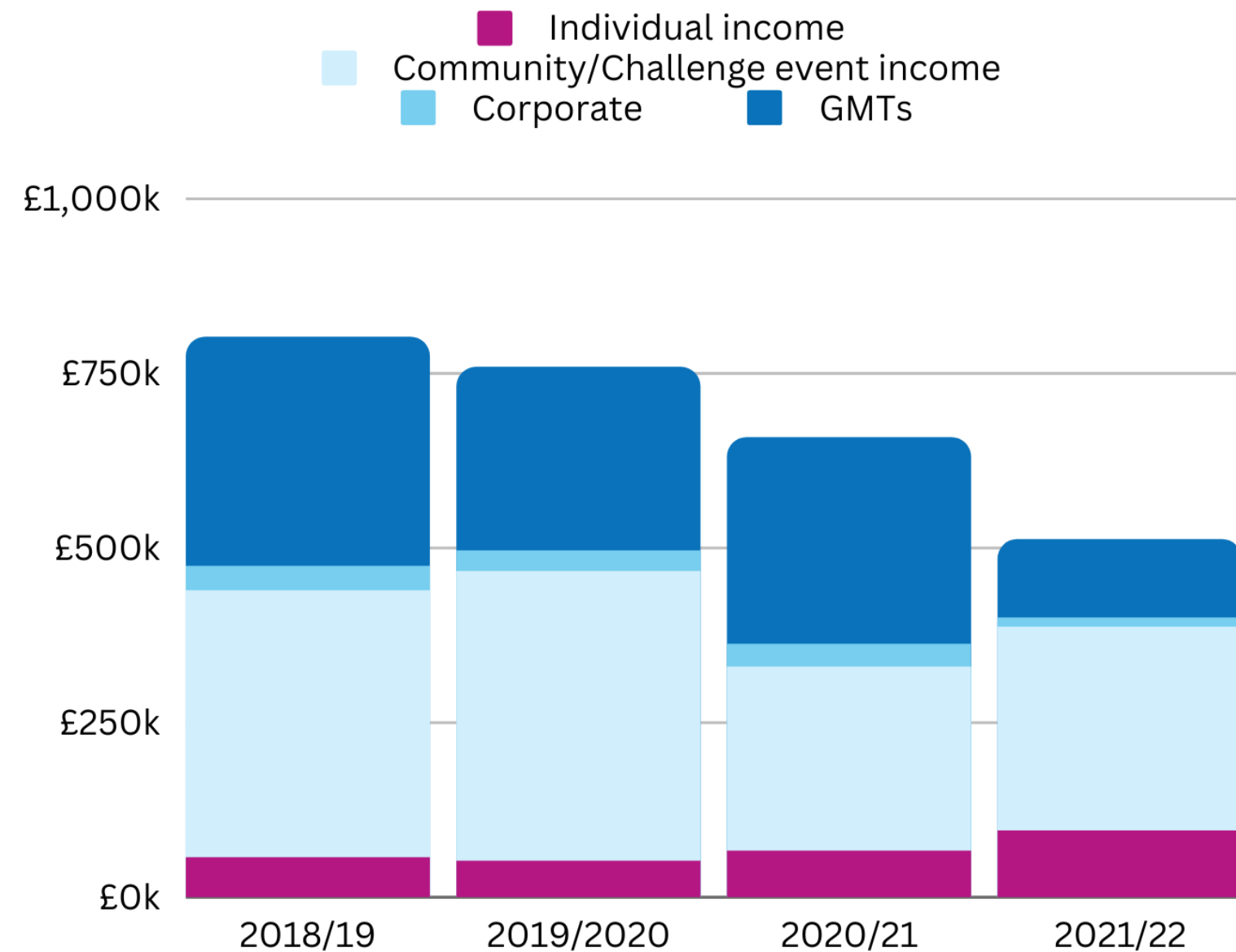


This presentation will cover :

- A declining income trend prompting the need for review and change
- The need for action enabled via delivery of an emergency appeal
- The development, approval and implementation of a new Income Generation Strategy
- Embedding a new 'culture of fundraising'
- Early outcomes of the project and our future aspirations as a result of this investment.



A declining income trend



CLAPA Total income by year 18/19 - 21/22 FY

- Income used to average around 750K a year, however since 2020 this had been in a steep decline
- Covid stopped almost all community fundraising which previously made up almost half of the annual income. However in 20/21 successful applications to Covid funding kept the charity afloat.
- In 21/22 the lack of new trust funding resulted in a deficit for the year of c.25k
- This resulted in an externally-led fundraising review and the departure of the Head of Fundraising allowing for a new role of Head of Income to be created and recruited for.

Fundraising review

An external consultant (Joe Saxton), undertook a fundraising review which identified the following:

- CLAPA needs to be more proactive in fundraising and in “asking” people for donations – we have to be happy, even proud, to ask our supporters directly, clearly and single-mindedly for donations on a regular basis – this is the responsibility of everyone, not just the fundraising team.
- For a while CLAPA had no clear Fundraising Strategy and therefore, no clear sense of how it wanted fundraising/income to grow or develop
- At times in the past CLAPA had thanked donors too slowly
- CLAPA’s brand is not clear – it poses question like, are we a disability charity, a medical charity, a children’s charity, an adult’s charity? As such, why would people give us money?
- The cleft community are the heart of our future fundraising strategy, so investing time and energy in a broad base of income from individuals is key, particularly donations from individuals direct to CLAPA.
- Income from grant-making trusts is the other key income area.

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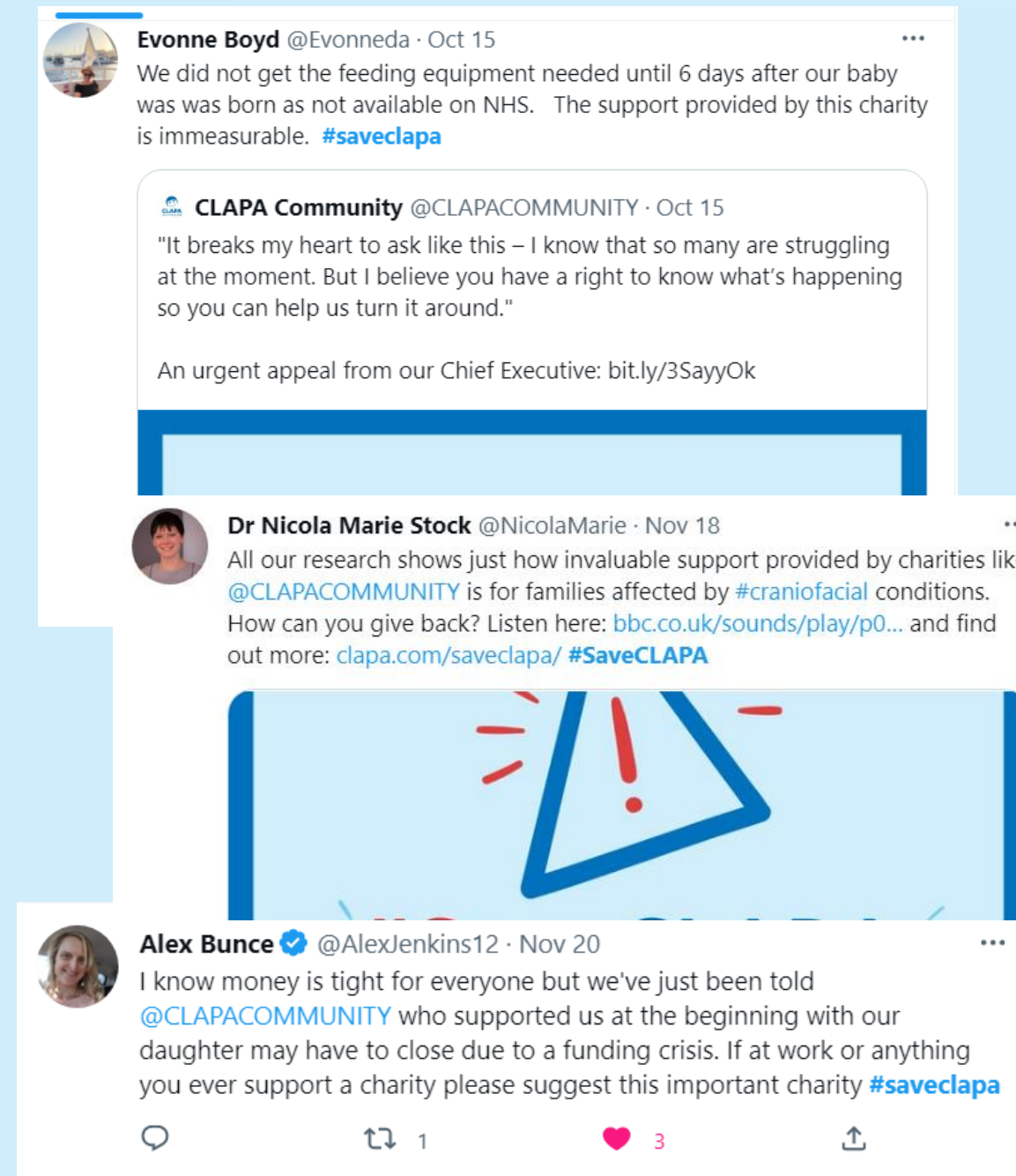
Plugging a hole

FY 22/23

- Board away day 8 September 2023 – declares the Charity **'at risk'** as we have under 3 months reserves left in the bank and our policy is to have 3-6 month!
- We had several pending grant applications but following a unsuccessful Children in Need application it was a real crunch point
- By end of September we go live with a multi channel fundraising appeal #SaveCLAPA including the 1st direct mail ask in an estimated 5 years.
- We introduced high impact wording and directly asked our community unapologetically to help ensure CLAPA survived the year.
- An opportunity to show how we needed to change with actions not just words, using highly emotive services as a focus to our appeal.
- Happily, the appeal worked...



#SaveCLAPA



A few #SaveCLAPA results

Results up to January 2023



Total raised* = £102,773

*Includes annual value of DDs



New/ Amended Direct debits = 195



Annual value of new DDs = £26,299

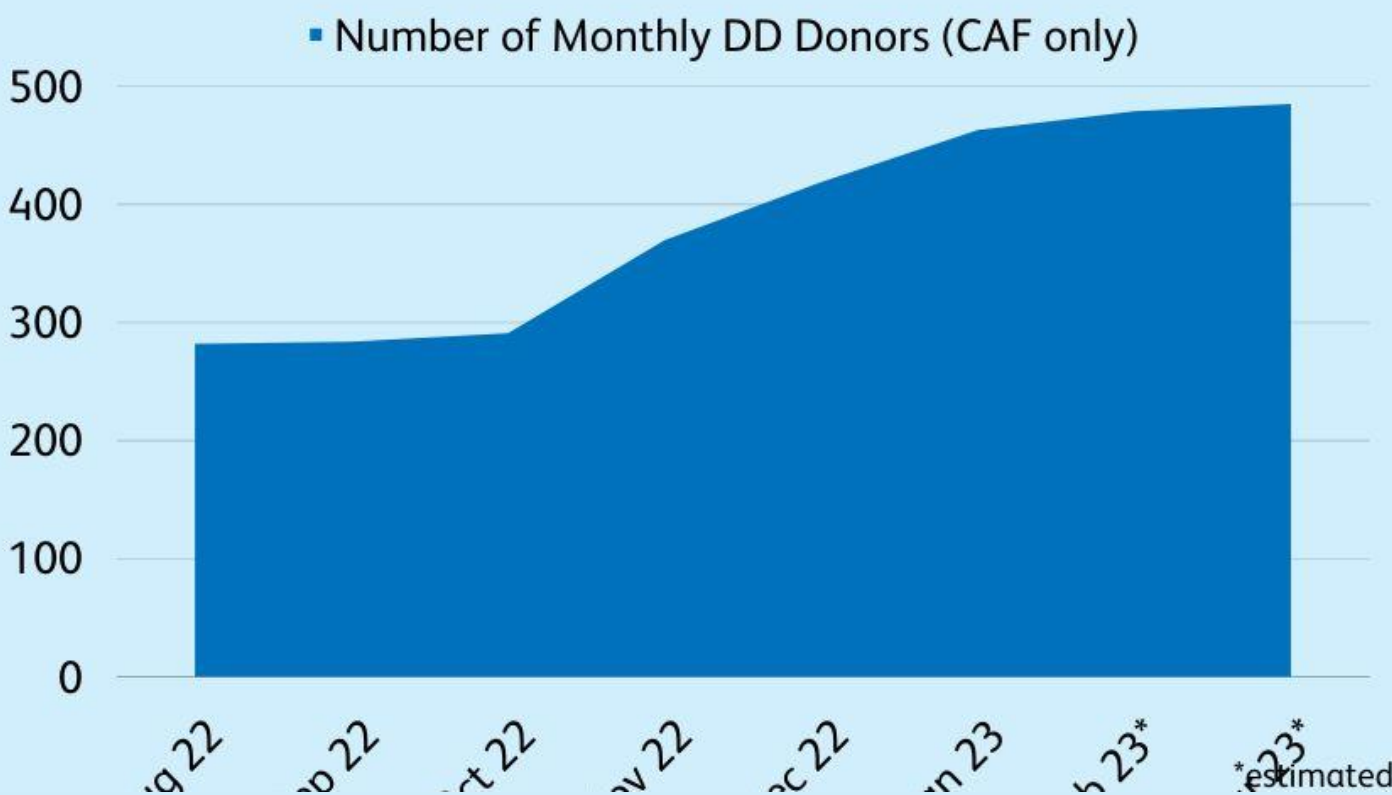
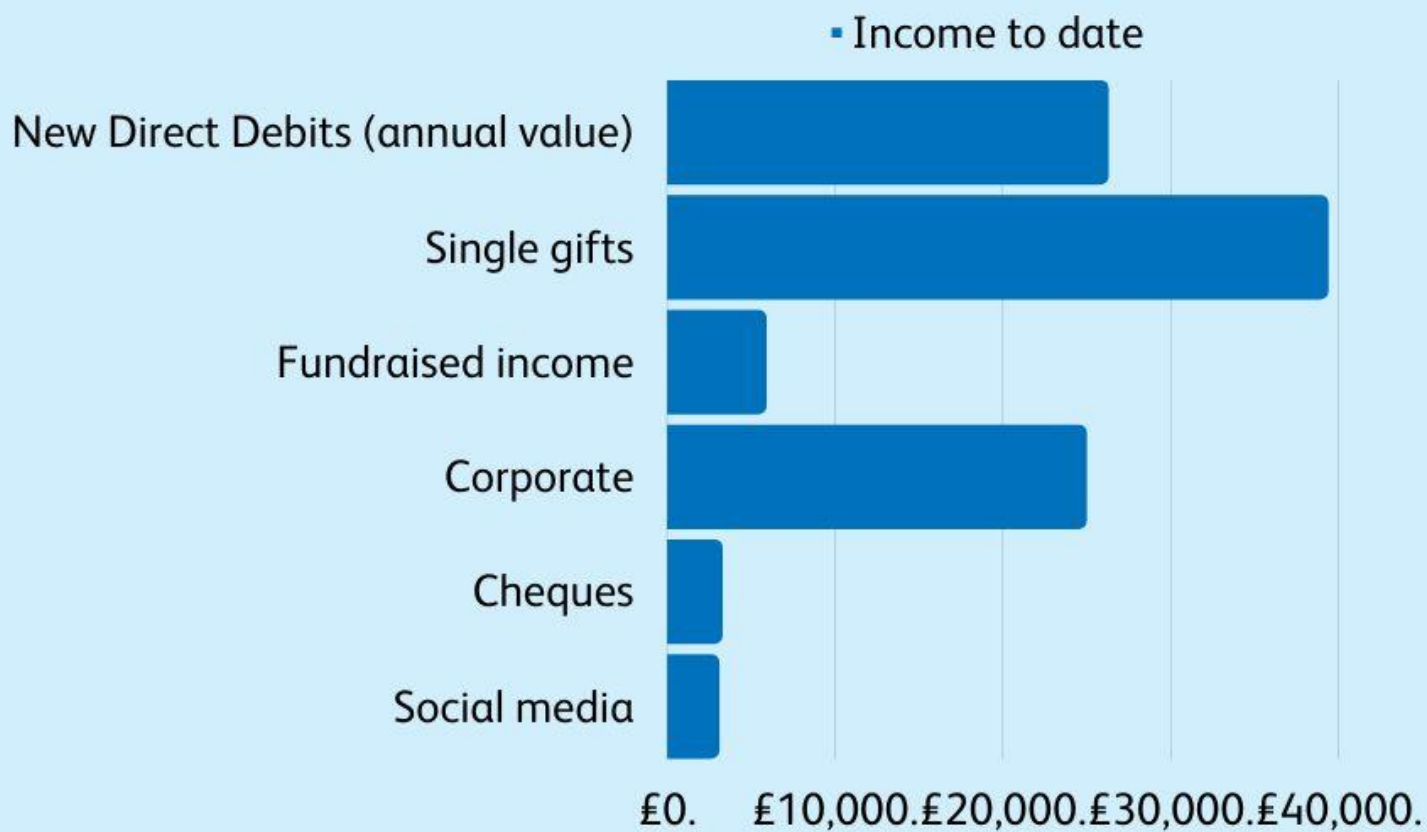


One off donations (website) = 479



Largest Single Gift = £20,000*

*Corporate donation from a community member nomination



Results up to January 2023



Paid #SaveCLAPA
social media AD:

33.6k Reach, 7k engaged
872 clicks, CTR 2.5%



Social media
fundraisers started:

83
(49 raised over £1)



Community radio
interviews:

3



Appeal Direct mail:

1.7% Response rate
66 paper forms
plus data cleanse



Offers of pro
bono support:

20
inc. Branding 'dream team'



Fundraising/events
enquires:

over 100



Budget spent:

£5749
excluding wages :)



ROI

18:1



#SaveCLAPA

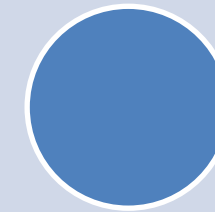
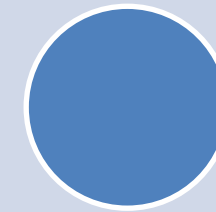
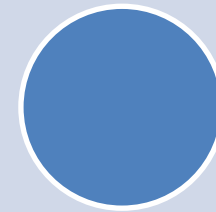
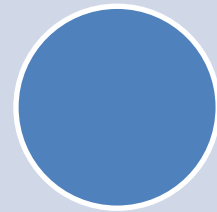
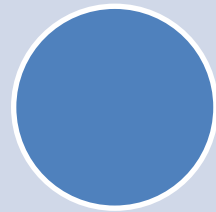
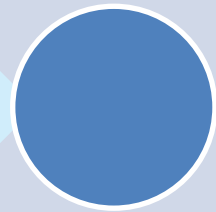
Building a dam

Income Generation Strategy – Development process

The review by
Joe Saxton

Initial draft of
strategy
reviewed by
C&FRC

A 2nd draft was
developed and
approved by
C&FRC



An in-depth
review by
MCH*

- An in-depth review of our income over the past 3 years by individual income stream
- Review of all fundraising expenditure/ ROI
- Sector benchmarking and a SWOT analysis
- A separate review of Trust income and pipeline

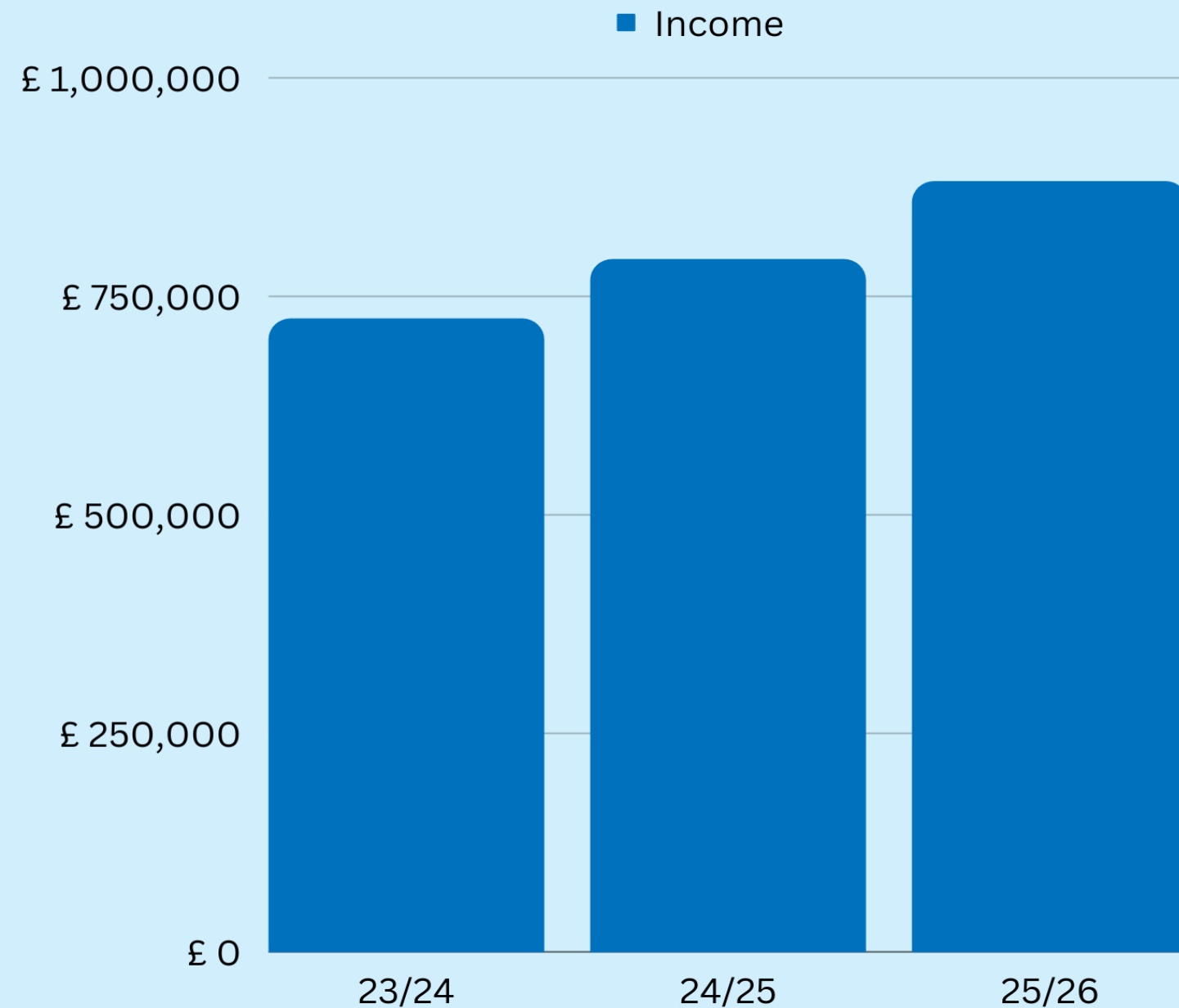
Appetite for risk
was assessed
though scenario
modelling

- a medium risk strategy was agreed by Board

A 'working
version' and
condensed
version of the
strategy were
finalised. Board
approved 24th
May

* Possible thanks to VTCT Foundation Funding

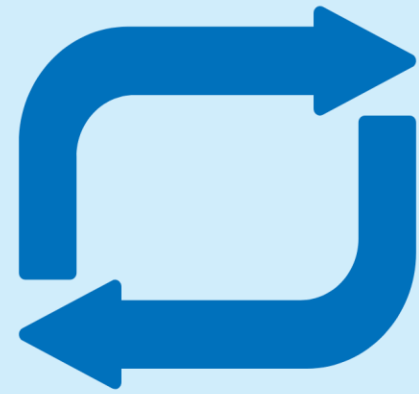
Where we hope to get to with income



- This strategy, if fully implemented, will mean by FY 25/26, we would aim to secure **£881,000**
- Importantly, based on our appetite for risk, this would be done without using reserves and allowing for a small contribution to reserves each year.

Income Generation Strategy – What will this look like?

The CLAPA income generation strategy will rest on 3 priorities:



1. Sustainability

- At present we lack multi year funders and strategies
- The majority of our income is based on 'Good-will' – through low sustainability channels that can be highly variable.



2. Diversity

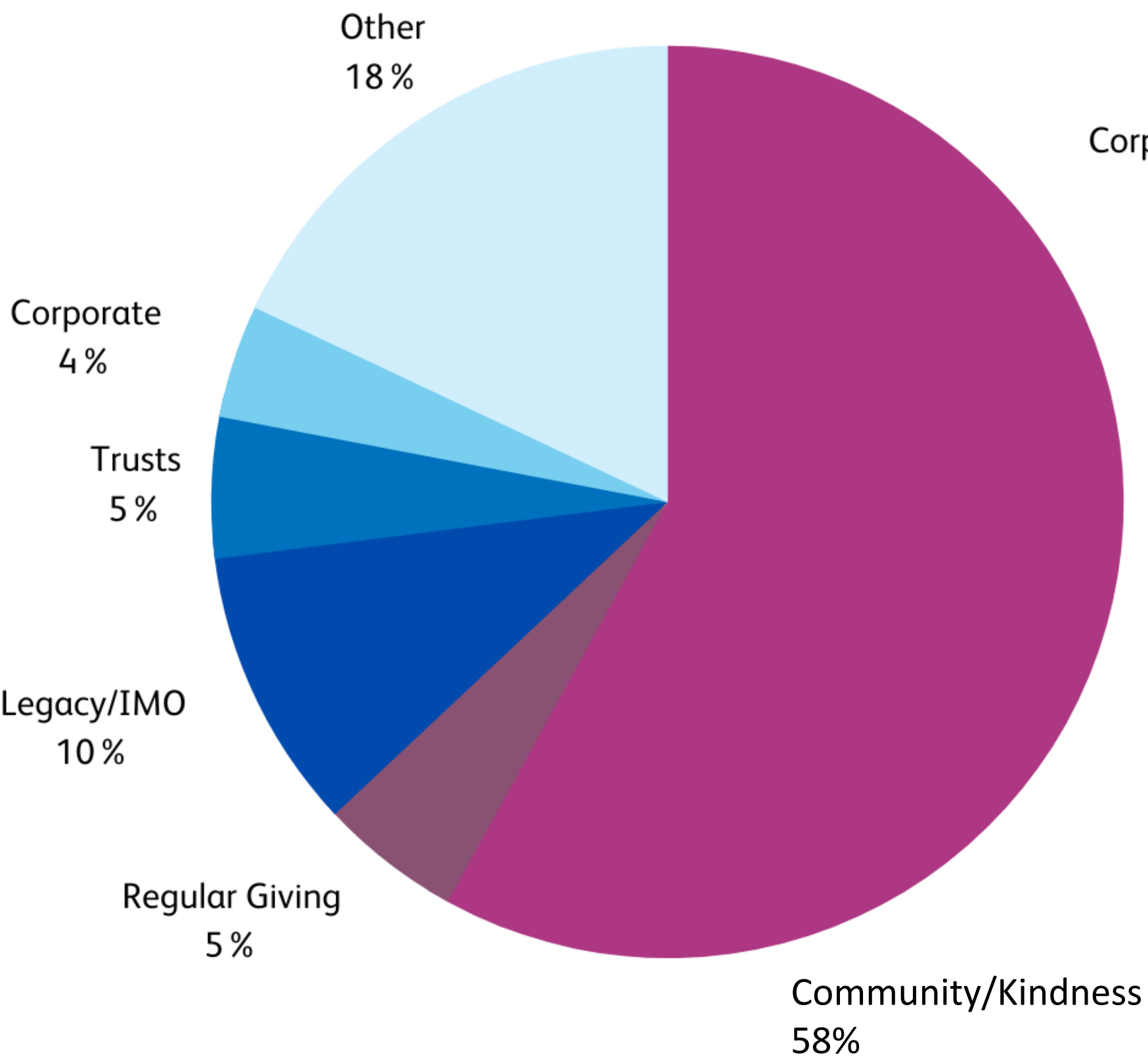
- We must improve the income stream diversity and in particular reduce our reliance on grants and trusts fundraising to large amount of our staffing costs.
- We have to look at our Fundraising efficiency, in particular at the ROI on each income line and look at our staffing model.



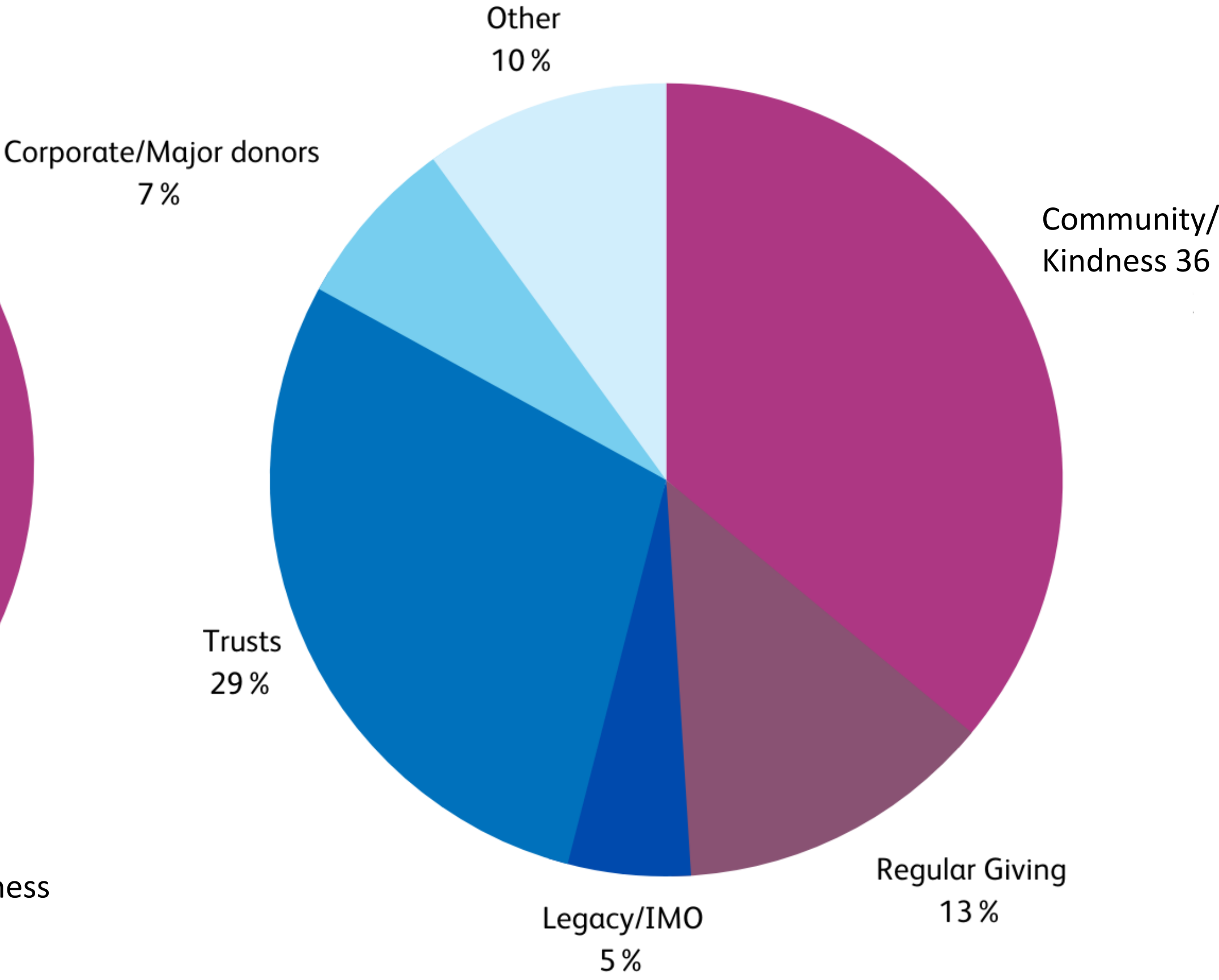
3. Reach

- Our support base is small but passionate.
- We need to increase reach alongside new products/offering otherwise we will never increase overall income as we need more participants

Diversification of income



FY 21/22 Total: 553,858



FY 25/26 Target: 881,000

Enabler - 'a new culture of fundraising'

How the whole team is supporting this strategy:

- We have made it clearIt's not 'a fundraising problem' – at the end of the day we have to hit our income target for work to carry on and everyone is needed to deliver our charitable aims and objectives!
- The whole team is key to providing the impact and the reasons for people to give – Case studies, pictures, numbers, feedback, surveys, community input....what is the evidence and what is impact showing what we want to do is important.
- Thinking of all staff as 'stakeholders' involving them in all fundraising plans, for example bid writing, setting outcomes, managing reporting on projects, steering groups for funding campaigns, Slack channel for idea and staff meetings Inc. fundraising standing agenda.
- Deliver – if we say we are doing something do it
- Share our messages and appeals – everyone you speak to should know what we are doing be ready to answer 'How can I help CLAPA?'
- Have ideas and propose them! **Dream big!**

6 months into our year of funding:

Some successes:

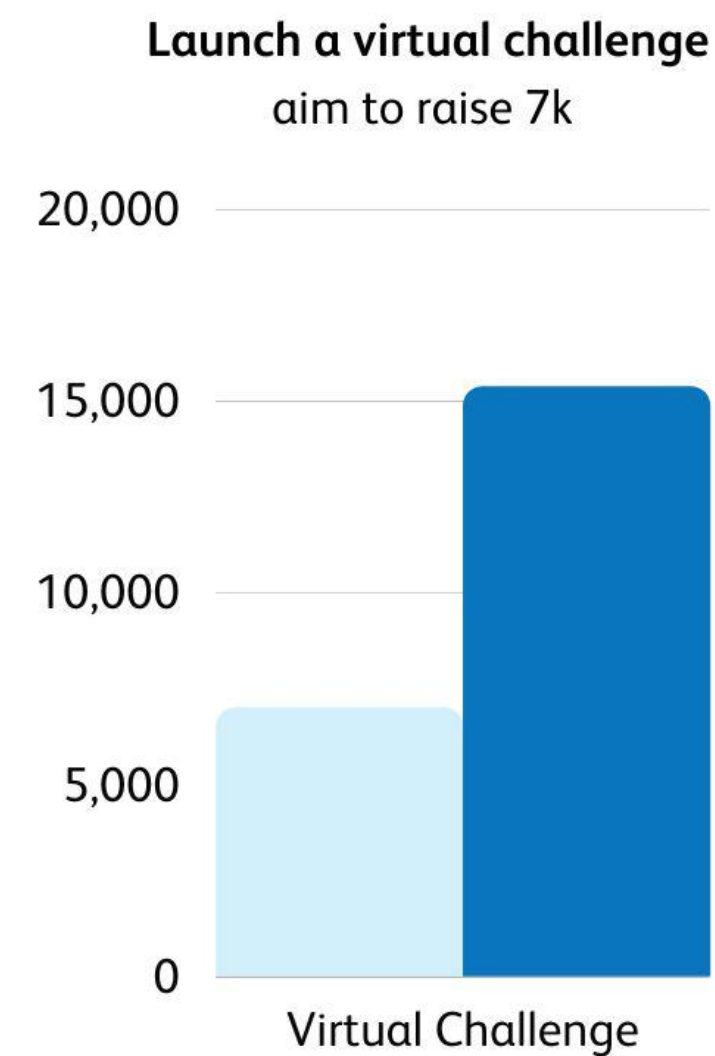
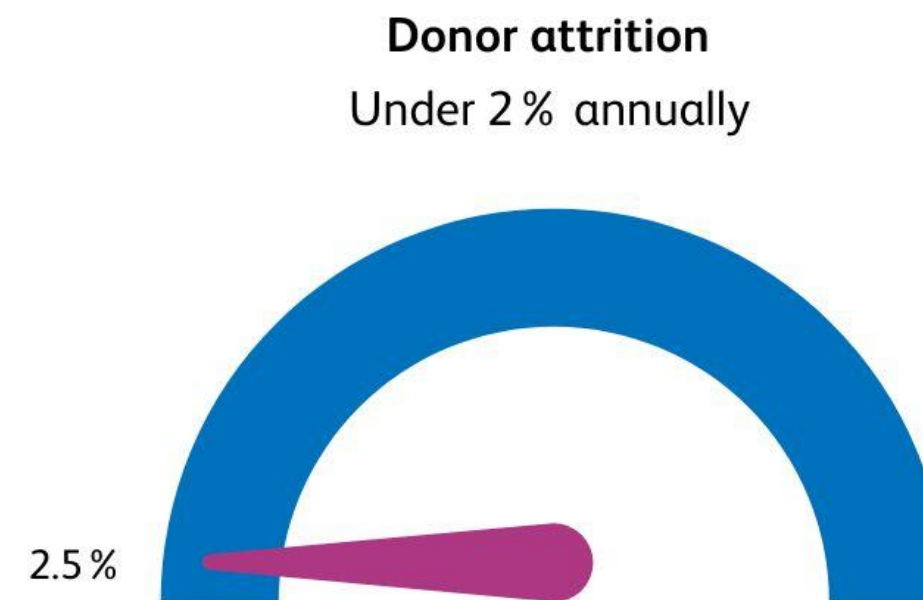
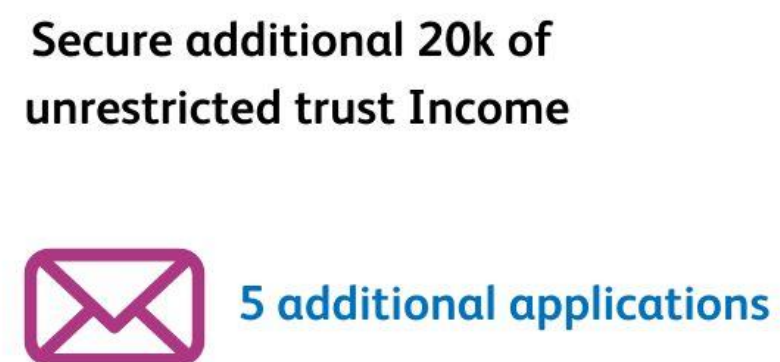
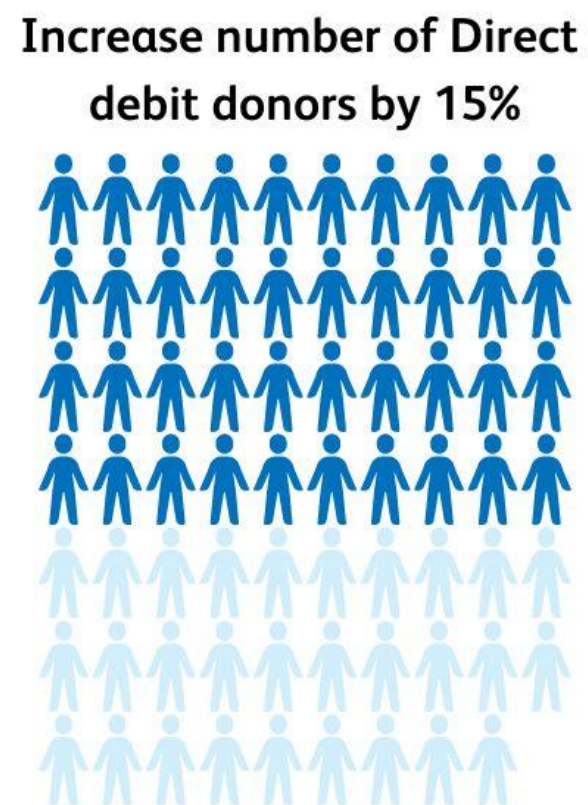
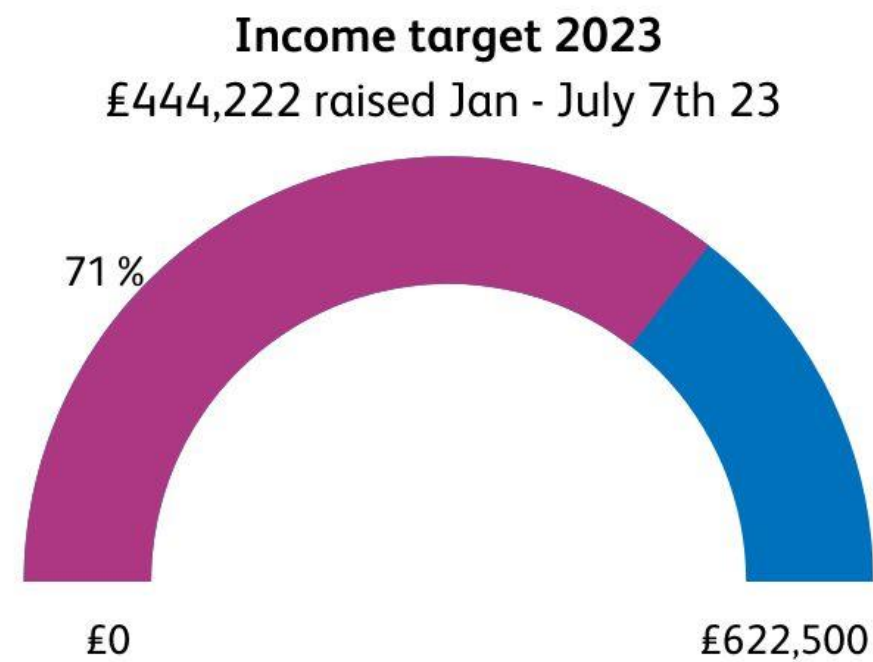
- Sign off of new Income Generation Strategy
- Step Up for Cleft Lip and Palate went virtual – raising over £22K
- National lottery bid secured (£244,024 over 3 years) – 1st multi year funding securing our adults services. 2nd multi funding for data officer role confirmed
- Welcome pack service fully funded – Community nominated grant (£29,500)
- Improving internal systems for fundraising materials and Gift Aid
- Launching a branding review with pro bono support



Future aspirations as a result of VTCT foundation's investment.

With this investment the aspiration is for CLAPA to continue meeting the needs of the UK cleft community on the same scale and to the same standard as we currently are, whilst also creating a platform for future growth.

To deliver the Income Generation Strategy over the next 3 years delivering a more diverse range of income channels, thus reducing CLAPA's reliance on community fundraising and challenge events. This would include introducing corporate giving, building a legacy offering, maximising our PPI work and scoping major donors.



All figures cover period 1st Jan- 7th July 2023 inclusive

Thank you

CLAPA receives no government or NHS funding.
We rely solely on the generosity of our supporters to
deliver all of our services.

Please consider making a donation to and allow us to
continue our vital work. For more information and to
donate, scan the QR code below or visit:

clapa.com/donate

