

CANDIDATE PACK FOR THE TRUSTEES



social care
institute for excellence



WELCOME

Dear Candidate,

Thank you for your interest in joining our Board at what is both an exciting and important time for SCIE.

At SCIE, we imagine a society where everyone—regardless of age, background, or circumstance—can lead safe, fulfilling, and healthy lives. We're an independent charity working with people who draw on care and support, alongside professionals, policymakers, and communities, to improve the lives of adults, children, and families across the UK.

Co-production is at the heart of all we do. We don't just design services for people—we work with them. By bringing together diverse voices, including those with lived experience, we help shape better policies, practice, and outcomes in social care.

Our team includes passionate and knowledgeable people—many with direct experience of frontline work in social care, research, or local government. This grounding in real-world experience matters: more than 90% of our partners and stakeholders say they trust SCIE to understand their challenges and support meaningful change.

In a time of continued transformation for the health and social care sector, the role of our Board of Trustees has never been more important. Our Board brings together people from a wide range of sectors, perspectives, and life experiences. Together, they provide strong, inclusive leadership and support SCIE to be accountable, ambitious, and values-led in everything we do.

Who we're looking for

We're now seeking **two new Trustees** to join our Board and help guide SCIE into its next chapter. This is a critical time for social care, and we welcome people who bring strategic thinking, emotional intelligence, and a collaborative approach to governance.

We are particularly interested in candidates with expertise in one or more of the following areas:

- Cyber Security and Data Protection
- Social Finance and Impact Investing
- Income Generation and Business Development
- Digital Transformation and Marketing
- Health, Social and Political Context of Social Care
- Social Care Policy and Advocacy

You don't need to have been a trustee before, and we encourage applications from people of all backgrounds—especially those who are underrepresented in leadership and board roles, and those with lived experience of using or providing care and support.

If you share our commitment to a fairer, more inclusive society, and believe your voice and experience can help us get there, we'd be delighted to hear from you.

Warm wishes,

Paul Burstow and the SCIE Board of Trustees

ROLE AT A GLANCE

AS A TRUSTEE OF SCIE, YOU WILL PLAY A VITAL ROLE IN SHAPING THE ORGANISATION'S FUTURE, SUPPORTING ITS MISSION, AND ENSURING IT DELIVERS MEANINGFUL IMPACT. YOU CAN EXPECT TO CONTRIBUTE IN THE FOLLOWING WAYS:

STRATEGIC CONTRIBUTOR

You'll help guide SCIE's direction by contributing to strategic discussions, setting clear goals, and constructively reviewing progress — bringing both insight and an open mind.

SUPPORTIVE CHALLENGER

You'll work alongside the Executive Leadership Team, offering thoughtful challenge and encouragement to foster high performance, innovation, and continuous learning.

VALUES-LED AMBASSADOR

You'll actively support and share SCIE's mission and values, helping to build awareness of its work and extending its influence through your networks and community connections.

CHAMPION OF INCLUSION AND INTEGRITY

You'll uphold the highest standards of ethical behaviour, and actively promote SCIE's commitment to equity, diversity, and inclusive practice in all aspects of its work.

COLLABORATIVE AND ENGAGED BOARD MEMBER

You'll bring your unique experiences, perspectives, and expertise to the Board, helping to ensure decisions reflect a broad range of voices and serve the best interests of SCIE and the communities it supports.

GUARDIAN OF GOOD GOVERNANCE AND RISK

You'll support effective and transparent governance by identifying key risks and ensuring decisions are accountable, responsible, and aligned with SCIE's long-term sustainability.

OUR BOARD OF TRUSTEES

Our Board is a truly welcoming and inclusive environment and one that our current Trustees thoroughly enjoy being part of. Whether it is your first governance appointment or your thirtieth, Trustees all undergo a thorough induction and onboarding process and are provided with the support they need in order to make a lasting and impactful contribution to SCIE. We value the unique insights that come from lived experience and are committed to supporting trustees through a buddy system and accessible resources to ensure everyone can contribute fully and confidently. Your experience is recognised as essential expertise, and your voice will play a meaningful role in shaping our decisions. As our current strategy window draws to close, part of this contribution will be assessing the successes of our 2023 – 2026 strategy and identifying learnings for SCIE's next phase.



"I became a trustee in 2019 and later joined the audit committee and the nominations and people committee. I very much enjoy being a trustee of SCIE, helping to shape the strategic direction of the organisation as it seeks to have a positive impact on social care.

As Trustees, we work together to support and constructively challenge the executive team, bringing our various perspectives, backgrounds, expertise and experience to Board meetings. It's a way of using your time and skills to play a small part in making a direct difference in people's lives"

Rachel Armitage, Trustee



"Becoming a Trustee has been very rewarding. I've been able to use my skills to make a real difference, learn from inspiring people and see the positive impact SCIE has across the social care sector. It's not just about governance - it's about being part of something bigger and helping shape the future."

Georgia Chimbani, Trustee



"I am hugely proud to be part of our wonderful team ensuring SCIE helps deliver better lives to those receiving care. In my 35 years' experience of social care, I can't think of a more exciting time to join us as a Trustee. While the sector faces significant challenges, there is real cause for optimism with new opportunities to shape the future care system. This includes influencing the work of the Casey Commission, raising standards of care, and generating new insights and ideas for improving care experiences and outcomes."

Kathryn Marsden OBE, Chief Executive

Our Board is made up of eight Trustees, in addition to the Chair, and is supported by our Senior Leadership Team, led by Kathryn Marsden OBE.

You can find out more about our Board and staff team here:

- [Meet our Trustees](#)
- [Meet our Staff](#)

As Paul Burstow, our current Chair, approaches the end of his term, we have begun the process of recruiting a Chair Elect who will join the Board in early 2026 and take over as Chair in July next year. Together with Paul, we want prospective Trustees to know that they will have the opportunity to meet the appointed Chair Elect as part of the selection process.

ABOUT US

The Social Care Institute for Excellence (SCIE) is an independent social care charity with deep experience of bringing partners and people with lived experience together to collaborate and innovate to improve people's lives (e.g. national government, DHSC, local authorities, care providers, academics, foundations). In recent years we have evolved from a largely Government-funded body to a fast-moving, high-profile, more commercial organisation and thought leader. Working across social care and health for adults, children and families, we contribute to the development and implementation of better care, support and safeguarding at local and national level.

As we are not-for-profit, our income goes towards improving social care. We deliver four main offers, across all of which we support the DHSC annually:

SCIE Consultancy - working with local and national organisations to identify and implement improvements that are impactful and enable effective scrutiny and accountability

SCIE Insights – providing research, evidence and policy insights and thought leadership to drive innovation and influence national policy and practice

SCIE Training – building leadership and capability across the social care workforce through expert bespoke online and face-to-face training, coaching and development programmes, including safeguarding, co-production and strengths-based approaches

SCIE Resources – producing guidance and tools to support best practice, co-production and innovation.

Our team offer customised solutions to improve quality, safety and outcomes in social care. Co-production with people with lived experience of social care underpins and informs what we do, and with over twenty years' experience we bring a wealth of trusted, evidence-based expertise to work together to help transform care.

Our future success depends on our ability to continue developing our range of large and small commercial projects covering our offers, to complement our government-funded commissions.

The policy and operating context is different across the four countries of the UK, and different again between children's and adult social care. We bring perspectives and learning from working with services for people of all ages, and across all areas, building on the best available evidence and learning from practice and policy – for example, when we established the What Works for Children's Social Care centre.

For further information on our 2023-26 Strategy please click [here](#).

To review our most recent annual report please click [here](#).

SCIE CORE VALUES

Progressive	→	Always learning and developing
Inclusive	→	Working together for equality, diversity and fairness
Credible	→	Evidence-based, robust and reliable
Transparent	→	Open and honest
Committed	→	Focused on making a difference to people's lives

PARTICULAR HIGHLIGHTS OF OUR RECENT WORK INCLUDE:



Launching the CareTech Charter in Partnership with Policy Connect.
Supporting local areas to scale up much-needed solutions for unpaid carers through the DHSC's Accelerating Reform Fund



Strengthening leadership across adult social care commissioning through our Ignite: 'Commissioning for the future' training programme.



Identifying and helping drive digital improvements and transformation for Sandwell council – just one of our many local partnerships last year.



Improving understanding of co-production impact and outcomes through an impact tool and guidance on developing better impact measurement.

To hear more on the crucial role our work plays, please follow the link below:

https://www.youtube.com/watch?v=T_1h51N8daU

ROLE DESCRIPTION

Role title: Trustee

Key relationships: Chair of Board of Trustees; wider members of the Trustee Board; Executive Leadership Team

ROLE PURPOSE

The Trustee Board is responsible for the long-term stewardship of SCIE, ensuring the most diligent and impactful use of our resources – people and financial – in the delivery of our mission and purpose. The role of a Trustee is to act in SCIE's best interests at all times and not allow your individual judgement to be influenced by personal prejudices or dominant personalities. In order to fulfil the role successfully, you will, together with the other Trustees, use your skills and experience to review proposals critically and objectively and question assumptions before making any decisions. You will challenge the executive team to ensure SCIE's operations are effective and efficient and ensure that such challenge is always constructive and geared to driving high performance of the Executive team.

MAIN RESPONSIBILITIES

You will:

- contribute actively to the Board's role in agreeing the strategic direction of SCIE, setting overall policy, defining goals, setting targets and evaluating performance against agreed objectives and targets
- use your specific skills, knowledge, experience and perspectives to help the Board reach sound decisions
- provide stretch and constructive challenge to the Chief Executive and their Leadership Team
- embody and promote SCIE's values, vision and reputation through an inclusive and effective approach
- act as an active authentic ambassador for the SCIE's work, both internally across our organisation and externally through networks and partners
- stay informed about our work and matters relating to our work; prepare well for meetings and take an active and engaged role in discussions
- personally uphold the highest standards of integrity and transparency
- champion equality, diversity and inclusion and the Board's values, and ensure they are reflected in the company's decision-making and activities
- identify key top and emerging risks and monitor the mitigation of them.



PERSON SPECIFICATION

We are looking for two new Trustees who can bring specific types of skills, experience and knowledge to strengthen the composition of our Board as experienced Trustees reach the end of their tenure. It is important to us that our Trustees include a broad range of backgrounds and experiences, and that they can direct these in support of our mission and strategy.

KNOWLEDGE AND EXPERIENCE

- You will be able to demonstrate strong expertise in at least one of the following areas:
 - Cyber Security and Data Protection
 - Social Finance and Impact Investing
 - Income Generation and Business Development
 - Digital Transformation and Marketing
 - Health, Social and Political sectorContext of Social Care
 - Social Care Policy and Advocacy
- You will have an understanding of good governance and the role of a Trustee

SKILLS AND ABILITIES

- Excellent analytical skills and the ability to interrogate and interpret complex information.
- Able to exercise sound, evidence-based judgement.
- Proven interpersonal, communication and people skills, including critical listening, the ability to question intelligently and debate constructively.
- The ability to build excellent relationships, internally and externally, with a range of people from all backgrounds including those drawing on social care.
- Demonstrable commitment to equality and diversity and experience of championing equality and diversity matters.
- An understanding of the current socio-economic and political climate in which SCIE operates.

PERSONAL ATTRIBUTES

- Deep commitment to the benefit of collaboration and innovation and to SCIE's role in leading the way for improved social care.
- A demonstrable commitment to the Nolan principles of public life (selflessness, integrity, objectivity, accountability, openness, honesty, leadership).
- An open and engaging communication style and a high capacity for self-reflection.

We actively welcome applications from individuals of all backgrounds — particularly those from communities currently under-represented in senior leadership and board roles, as well as individuals with lived experience of social care.

TERMS OF APPOINTMENT

REMUNERATION

Trustees are not remunerated but we commit to payment of reasonable expenses.

TIME COMMITMENT AND LOCATION

Approximately one day per month on average. The role will require some national travel; hybrid meetings online and in London twice a year.

TERM OF APPOINTMENT

The appointment is made for a term of three years, renewable based on performance for a second term.

HOW TO APPLY

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

- your CV (no more than three sides).
- a covering letter that sets out your motivation for the role and describes the specific experience you can bring to the appointment.

If you have a disability and identify any barriers in the job description or person specification, please tell us

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

RECRUITMENT TIMETABLE

Closing date:	Monday 5th January 2026
Preliminary interviews:	w/c 12th and 19th January 2026
Final interviews:	w/c 2nd February 2026