



Candidate Pack for Chief Executive Officer

scie

social care
institute for excellence



WELCOME

Dear Candidate,

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

We exist because too many people who draw on social care still don't get the choice, dignity or quality of support they should be able to expect - whatever their age, background or circumstances. The Social Care Institute for Excellence was set up to change that: to find out what genuinely works in social care, and to make sure that knowledge reaches the people who plan, fund, deliver and use care services – all to create a society which enables everyone drawing on social care, regardless of age, background or circumstance, to live fulfilling lives.

What sets us apart is how we go about that work. We don't produce solutions and guidance from a distance, we build them together with people who have lived experience of care and support, ensuring that their voices lead the change alongside practitioners, commissioners and providers, so that what we publish actually reflects what works on the ground.

Once reliant almost entirely on Government funding, SCIE is now a quicker-moving, more visible and increasingly commercial organisation with a genuine claim to thought leadership in the sector. Our new Chief Executive will carry that transformation further – widening SCIE's influence, building new commercial income, and making sure our evidence and our voice are heard wherever decisions about the future of care are being made.

Few moments in social care have offered as much room for genuine change as the current one. With the Casey Commission underway, growing political appetite for clearer national standards, and a sharper recognition across the sector that good evidence has real commercial value, our next Chief Executive has an unusually open field to work in.

To make the most of it, we need someone with real strategic range: commercially sharp, fluent in the politics and practicalities of health and social care, and comfortable representing SCIE in rooms that span Whitehall, local government, providers, media and people with direct experience of care. Just as important is how you do it. We're looking for someone whose judgement and presence earn trust quickly, and who can hold together a diverse sector under pressure.

Our amazing staff bring great depth of expertise and passion for the cause, and comprise of former social workers, practitioners, local authority professionals or researchers. Perhaps that's why our care for real impact shines through: over 90% of our annual survey respondents felt that SCIE understands and cares about making a difference to the lives of people drawing on care.

SCIE is in a strong position: strategically focused, widely respected and a trusted part of the social care system's infrastructure.

At SCIE, we see the real-world results of our work in practice in better-trained staff, better-run services, and better outcomes for the people relying on them, across the country. If that mission speaks to you, we'd love to hear from you.

Best wishes,

Baroness Glenys Thornton,
Chair of the Board

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](#).
And to review our most 2024/25 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:

SCIE Consultancy: Identifying and helping drive digital improvements and transformation for [Bromley council](#), resulting in efficiencies of over £2m per year and freeing up frontline staff to deliver better care – just one of our many local partnerships last year.

SCIE Training: Providing organisation wide strengths-based leadership training to hundreds of staff across Blackpool council in response to CQC identified weaknesses that needed addressing. We provide training to hundreds of partners each year.

SCIE Insights: Our digital Care Equity Evidence Hub brings together research, data, and practice evidence to address inequities in social care, making the case for policy reforms, better commissioning, and practice improvement.

SCIE Resources: We co-produced a guide called “Get Me To Hospital”, which explains how to use the Mental Capacity Act when a person with cognitive impairment requires emergency healthcare but refuses to be taken to hospital.



JOB DESCRIPTION

Job title	Chief Executive Officer
Reports to	Chair to the Board of Trustees
Direct reports	Chief Development and Delivery Officer; Director of Finance and Corporate Resources; Director of Policy, Research and Partnerships.

ROLE PURPOSE

The Chief Executive will provide outstanding strategic and operational leadership of SCIE; advise the Board of Trustees on strategy and implement its decisions; drive sector-wide influence and policy impact on behalf of people who draw on and provide social care; and lead the diversification and growth of SCIE's income through commercial partnerships and business development, all while championing co-production and SCIE's values in everything the organisation does.

MAIN RESPONSIBILITIES

Strategic leadership of income

- Lead the development and delivery of SCIE's strategy with the Board, providing a clear, compelling vision for the organisation's future and the difference it will make in social care.
- Set and drive an ambitious growth agenda, balancing SCIE's charitable mission with the commercial discipline needed to build sustainable, diversified income.
- Ensure SCIE's organisational structure, culture and capabilities are aligned to deliver the strategy, leading change where required.
- Keep the voice and experience of people who draw on care and support, and the realities of frontline practice, at the centre of SCIE's work and decision-making.
- Model and embed SCIE's values and commitment to co-production, equity and inclusion throughout the organisation.

Sector-wide influencing and policy

- Act as SCIE's principal ambassador and spokesperson, building and sustaining trusted relationships with ministers, the Department of Health and Social Care, parliamentarians, regulators (including the Care Quality Commission), local and combined authorities, and the NHS and integrated care systems.
- Shape national policy debate on social care reform, funding, workforce and integration with health, ensuring SCIE's evidence and the voice of people with lived experience are heard at the highest levels.
- Build and maintain SCIE's profile and credibility with the media, think tanks, professional bodies and the wider social care, health and housing sectors.
- Convene and build alliances across a fragmented sector – government, providers, commissioners, the workforce and people who draw on care – to build consensus and momentum for reform that can actually be implemented.
- Represent SCIE on relevant sector boards, partnerships and forums, and identify and develop new platforms for influence.

Commercialism, policy and business development

- Lead the diversification and growth of SCIE's income, developing new commercial revenue streams – consultancy, training, licensing, data and insight products – alongside SCIE's core public sector funding relationships.
- Build a strong pipeline of commercial relationships with care providers, housing associations, integrated care systems, local authorities and private sector organisations, identifying and securing new contracts and partnerships.

- Bring commercial rigour to SCIE's offer: pricing, product development, market positioning and competitive awareness, ensuring SCIE's knowledge and expertise are packaged in ways that organisations are willing to pay for.
- Work with the Executive Leadership Team and the Board to set and deliver ambitious, realistic income targets, and to monitor and manage commercial and financial performance.
- Maintain and grow SCIE's relationship with DHSC and other public funders, ensuring SCIE continues to deliver outstanding value while reducing reliance on any single funding source.
- Identify and pursue new business development opportunities, including partnerships, mergers, joint ventures or strategic alliances where these advance SCIE's mission and financial sustainability.

Leadership and management of the organisation

- Provide visible, confident leadership to SCIE's staff, ensuring people are motivated, well managed and aligned to the strategy.
- Work with the Director of Finance and Corporate Resources (or equivalent) and Executive Leadership Team to develop the annual budget, monitor financial performance, and take corrective action where required.
- Ensure robust governance, risk management and regulatory compliance across all of SCIE's activity, including safeguarding and data governance given the sensitivity of SCIE's work.
- Support the Chair and Board to fulfil their governance role effectively, providing high-quality information, advice and challenge.
- Ensure SCIE upholds the highest standards of equity, diversity and inclusion for staff, partners, and the people whose lived experience informs SCIE's work.

Co-production and sector expertise

- Demonstrate genuine, credible understanding of social care – its policy landscape, funding structures, regulatory environment and the day-to-day realities of practice, providers and the workforce.
- Champion co-production as a discipline and a value, ensuring people with lived experience of care and support shape SCIE's work, products and influencing activity.
- Build credibility with social care professionals and provider organisations, recognising SCIE's authority rests on being seen as genuinely of the sector, not simply selling into it.



PERSON SPECIFICATION

Knowledge and Experience

- A successful track record of senior strategic leadership as a Chief Executive, Chief Officer or Executive Director within a comparable organisation – a charity, social enterprise, public body, membership body or sector improvement agency – including experience of working with a Board to shape and deliver strategy.
- Strong, demonstrable understanding of the social care sector – its policy and funding context, regulatory landscape, workforce challenges, and the perspectives of people who draw on care and support, providers, commissioners and local and national government.
- A track record of commercial and business development success, including building new income streams, commercial partnerships, consultancy or trading activity, and converting expertise or intellectual property into products and services that generate sustainable revenue.
- Evidence of sector-wide policy influence – a credible track record of persuading and influencing senior policy makers, politicians, regulators and other stakeholders, and of shaping national debate on a complex policy issue.
- Experience of leading organisational change and growth, including diversifying income and adapting organisational structure and culture to deliver a new strategic direction.
- Sound understanding of charity and/or public sector governance, financial management and risk, and the regulatory environment relevant to a national improvement and influencing organisation.
- Experience of leading and developing high-performing teams, fostering a culture of collaboration, ambition and accountability.

Skills and Abilities

- Outstanding strategic thinking, with the ability to translate ambition into a deliverable plan, set clear priorities, and make the connections between policy, practice and commercial opportunity.
- Confident, credible communicator who can engage effectively and persuasively with audiences ranging from ministers and senior civil servants to care providers, commissioners, investors and people with lived experience of social care.
- Strong commercial and financial acumen, with the ability to assess new business opportunities, manage risk appropriately, and hold the organisation to account for commercial and financial performance.
- Skilled relationship-builder and networker, able to build trust and secure new partnerships quickly and sustain them over time.
- Able to manage complexity and ambiguity, balancing the sometimes competing demands of mission, independence, income generation and stakeholder expectations.
- Strong people leadership skills, able to inspire, develop and hold to account a senior team and wider workforce.

Style and Behaviours

- Entrepreneurial and commercially confident, with a genuine appetite for growth, innovation and new ways of generating impact and income.
- Credible, approachable and authentic leadership style; able to build trust quickly with people across very different worlds – government, business, the social care workforce, and people with lived experience.
- A natural convenor and alliance-builder, comfortable bringing together diverse and sometimes competing interests in pursuit of shared goals.
- Resilient and politically astute, able to navigate a complex and sometimes slow-moving policy environment without losing momentum or ambition.
- Personally committed to equity, co-production and person-centred approaches, and to improving the lives of people who draw on and provide social care.
- Comfortable holding the tension between mission and margin – ambitious for SCIE's commercial success, but always in service of its charitable purpose.

TERMS OF APPOINTMENT

SALARY

The salary for this role is c.£140,000 per annum on a full-time permanent basis.

LOCATION

Homebased with national travel as required.

PENSION

SCIE offers a defined contribution pension scheme. Employees pay 5% of their salary into their pension which is matched by SCIE. There is the option for employees to increase their contribution beyond 5%. However, SCIE does not match this beyond 5%.

ANNUAL LEAVE

25-day annual leave entitlement (pro-rated) plus bank holidays each year, increasing by a day for each full leave year completed, up to a maximum of 30 days (pro-rated).

Additional benefits

- All employees receive a tax-free homeworking allowance of £26 per month.
- Employees can opt to buy up to five days annual leave (pro rata)



HOW TO APPLY

We hope you will consider making an application. To make an application, please go to [Starfish link](#) and click on the apply now button, with the following prepared:

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

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.

Closing date:	Monday 12 th October 2026
Preliminary interviews:	w/c Monday 26 th October 2026
Staff and Lived Experience Panel:	Monday 16 th November 2026
Final Panel Interview:	Tuesday 24 th November 2026

