SCIP ALLIANCE BOARD – RECRUITMENT PACK

November 2026

WELCOME FROM THE CHAIR AND VICE CHAIR

Thank you for your interest in joining the SCiP Alliance Board. We are the UK-wide community connecting practitioners, researchers, policy-makers and funders to improve outcomes for children and young people from Armed Forces families (Service children). Following the launch of our 2030 strategy, this is a pivotal moment to help steer the Alliance's long-term sustainability, scale and impact.

Sarah Harder-Collins
Craig Fulton

ABOUT THE SCIP ALLIANCE

Our mission is simple and focused:
Equip professionals for impact through evidence-led action and collaboration so that Service children thrive wherever they are.

We do this through a UK-wide Hub Network, evidence-based tools like the Thriving Lives Toolkit, collaborative research and – through the recently launched Impact Centre – by equipping professionals with the skills and tools to take evidence-led action. The Alliance was founded by the University of Winchester in partnership with the Ministry of Defence and a diverse community across the UK and beyond.

THE BOARD – PURPOSE AND RESPONSIBILITIES

The Board provides collaborative leadership for the achievement of the Alliance's mission and is responsible for strategic direction, organisational integrity and long-term sustainability. Board members champion our values and support, advise and constructively challenge the staff team.

Key responsibilities

Ensure that the Alliance achieves its mission in keeping with its values through:

- Impactful strategy
- Supportive structures
- Effective operation
- Excellent reputation
- Financial sustainability

WHO WE'RE LOOKING FOR – PERSON SPECIFICATION

We are now looking for passionate and committed individuals to join the Board and enhance its skills, strategic thinking and leadership, and networks, especially in relation to the following areas:

- Fundraising
- Legal
- Financial management
- Policy
- A young adult with lived experience as a Service child

Successful candidates will be passionate and committed individuals keen to apply their expertise/experience in the areas listed above to the strategic leadership of the SCiP Alliance. They will be highly regarded and respected by peers and will add significant value to the Board through their specific skills and background, as well as through their networks and ability to engage effectively with key sector stakeholders as ambassadors for the Alliance and the community. They will align strongly with our vision of *thriving lives for Service children* and the way we go about achieving it articulated in our values: *making a difference*, *inclusive community*, and *rigorous evidence*.

We are particularly interested to hear from those with lived experience of military and/or military family life, but also recognise the value of entirely fresh perspectives. Experience working in Defence or in Defence-related networks would also be welcome. Regardless, Board members are key ambassadors for the Alliance and will be committed helping the organisation – the whole community – to thrive over the long-term.

As part of our commitment to place the voices of Service children at the heart of all we do, we are also looking for someone with lived experience as a Service child. For safeguarding reasons, we are looking for an adult, but experience as a Service child in the last few years would be an advantage. Of course, a single individual cannot represent the views and experiences of the large and diverse community of Service children, but they will bring invaluable first-hand, recent experience as the child of a serving or ex-member of the Armed Forces (the SCiP Alliance definition of a Service child is on our website here), enabling them to champion and advocate for Service children as a cohort, so that our work remains focused on the difference it makes in their lives.

Essential criteria

- Proven strategic leadership or governance experience
- Credibility in your field and the ability to influence senior stakeholders
- Values-led approach aligned with the SCiP Alliance values
- Excellent listening and communication skills
- Sound, independent judgement

Desirable criteria

- Lived experience of Service or Service family life

- Networks in education, research, Armed Forces community organisations, policy or philanthropy
- Experience of systems change, collective impact or place-based collaboration
- Experience of working in a Service child community

TIME COMMITMENT, TERMS AND SUPPORT

- Board meetings: a minimum of three per year (usually online) plus one two-day, in-person strategy meeting
- Additional optional involvement in advisory sessions, working groups or ambassadorial activity
- This is a volunteer role: reasonable expenses for face-to-face activity can be reclaimed in line with University of Winchester policy
- Induction and ongoing development provided.

OUR VALUES AND WAYS OF WORKING

- Making a difference – practical action that improves Service children's lives
- Inclusive community – open, respectful collaboration across our diverse network
- Rigorous evidence – robust research and data to drive real-world improvement

HOW TO APPLY

Please contact the SCiP Alliance Director for an initial conversation before submitting a formal application:

Philip Dent – Director, SCiP Alliance

philip.dent@winchester.ac.uk

Your application should include:

- A letter of application (up to two sides of A4) outlining your motivation and suitability against this pack;
- Your CV
- Contact details of two individuals who can be contacted to provide a reference
- Shortlisted candidates will meet the Chair/Vice-Chair and Board representatives prior to final decisions.

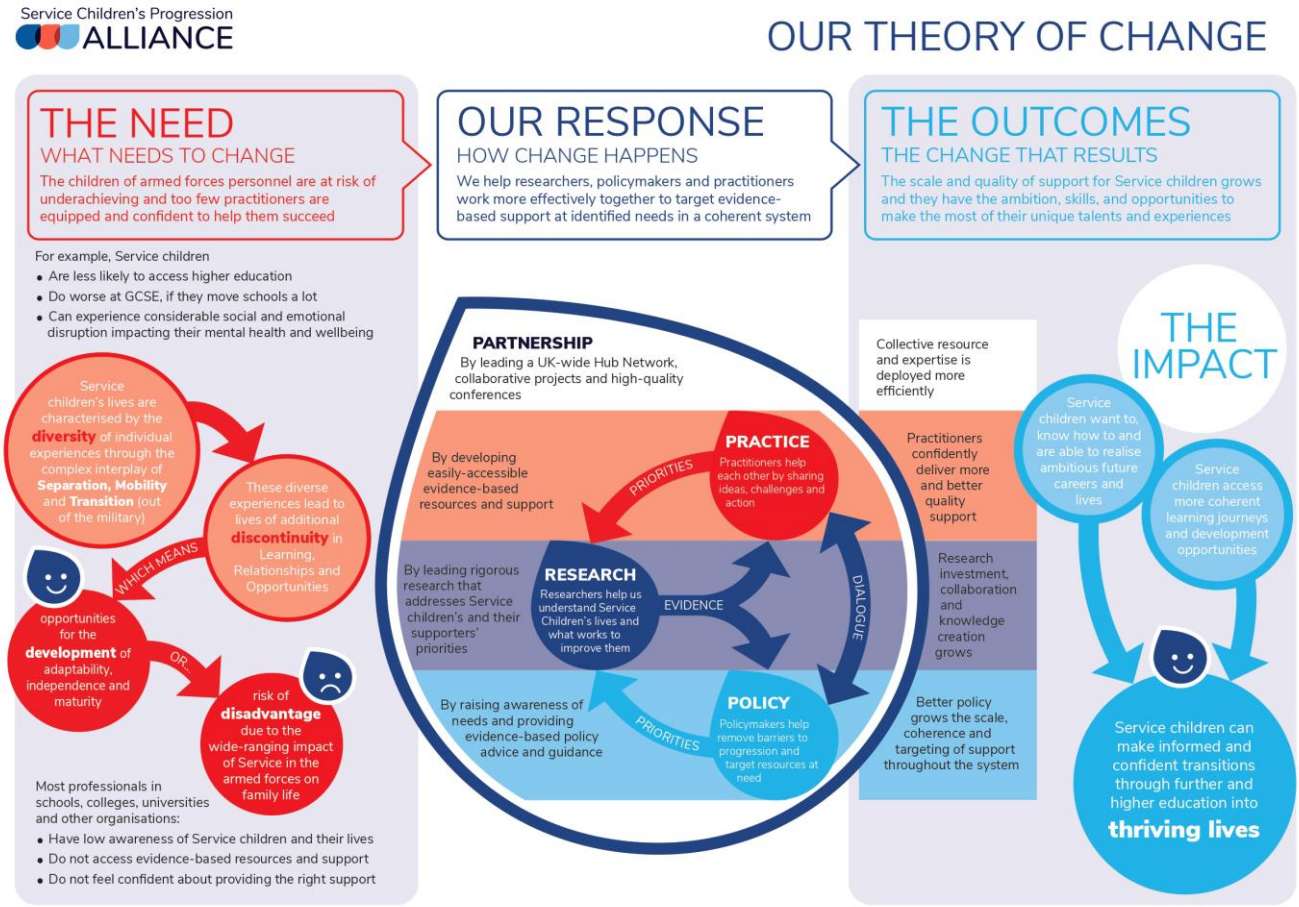
The deadline for submission of applications is **Tuesday, 5 January 2027**.

APPENDIX

INTRODUCING THE SCIP ALLIANCE

THEORY OF CHANGE

Our Theory of Change tells the story of why we do what we do: both the evidence for action and the impact we want for all Service children.



The Need

Like all children, the children of serving and ex-Armed Forces personnel are unique and have huge potential. But their lives can have complex additional challenges. Evidence suggests this can have both positive and negative effects for Service children. And research with professionals tells us there's a need for high-quality, evidence-based resources and support, so they can have confidence that their support will enhance Service children's lives.

Our Response

Our Stakeholder Research tells us people want to be better connected: with each other, with evidence and with support. So, we lead a UK-wide Hub network that connects practitioners, researchers, policy-makers and funders. We develop easily-accessible, evidence-based resources and support. We lead, commission and collate global research to build stronger evidence for action. We help policy professionals understand the needs of Service children and their supporters.

The Impact

We want to see the scale and quality of support for Service children grow. Better collaboration, more research, and evidence-based practice and policy will lead to more opportunities and a more coherent learning journey for Service children, and help them take full advantage of both.

SCIP ALLIANCE STRUCTURE

The SCiP Alliance Board is one of four core leadership groups that collectively steer and drive the delivery of our work. All Alliance members form part of the SCiP Alliance community in which the Board, Management Group, Hub Leads Group and Impact Centre Advisory Group fulfil specific purposes intended to work together to support the achievement of the vision and mission.

- **SCiP Alliance Board**
  Leads achievement of the Alliances mission
- **SCiP Alliance Management Group**
  Represents the diverse SCiP Alliance community and leads delivery of our strategic plans
- **SCiP Alliance Hub Leads' Group**
  Chairs from SCiP Alliance Hubs oversee the Hub Network ensuring its health, growth and impact
- **SCiP Alliance Impact Centre Advisory Group**
  Provides strategic advice to the SCiP Alliance Impact Centre

SCIP ALLIANCE 2030 STRATEGY AND IMPACT

The SCiP Alliance is at an exciting time in its growth. Our new strategy captures our ambitions to 2030 and enables a transition to a scale and reach necessary for the impact we want to make for Service children.

One central aim
By 2030 the SCiP Alliance will be a thriving, fully representative community where collaboration, evidence-led action and continuous improvement are the norm.

Four priorities

- We will **grow the SCiP Alliance Community** – _the engine of collaborative impact
- We will **complete the Thriving Lives Toolkit suite** – _the framework for continuous improvement
- We will **establish the SCiP Alliance Impact Centre** – _the catalyst for evidence-led action

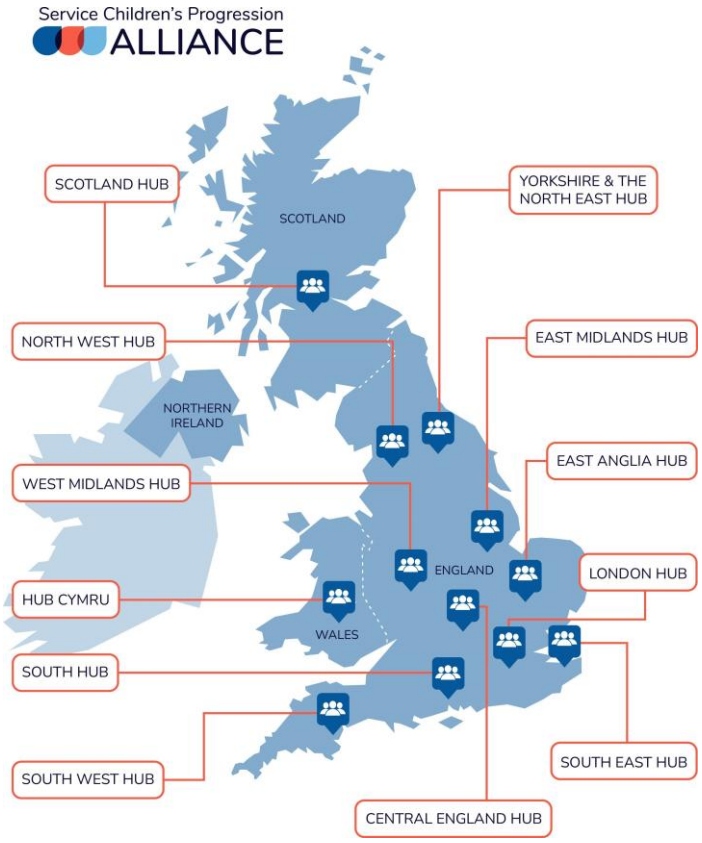
- We will **strengthen the foundations** – _the bedrock on which everything else depends

You can read more about our strategy here.

The impact of the Alliance is evident through the four themes in our Theory of Change: partnership, practice, research and policy. Our 2022 impact report captures some highlights, including the huge growth of the SCiP Alliance Hub Network to 12 Hubs and over 800 members, UK-wide engagement with the evidence-based Thriving Lives Toolkit for schools, and considerable research and policy advances improving the sector's understanding of Service children's lives and their capacity to support them.

OUR UK-WIDE HUB NETWORK

At the core of the SCiP Alliance is the network of hundreds of professionals from diverse organisations working to improve outcomes for Armed Forces children. This network is supported by 12 Hubs focused on helping organisations do together what they cannot do alone. By collaborating to understand local priorities, identify and deliver solutions, and share challenges and effective practice, organisations enhance their impact of their work through their collective efforts. You can read more about the Hub Network on our website, here.



RESEARCH AND PRACTICE PROJECTS

Some challenges are best solved at a national level either because they relate to national issues or the scale of investment or potential benefit makes a coordinated Alliance-wide approach appropriate. So, in response to priorities identified in the Hub Network or through the work of our Management Group and Board, research and practice projects are developed, but always with a clear understanding of their contribution to our mission and current priorities. You can read more about our projects here and research here.

THE BOARD PURPOSE AND MEMBERSHIP

The SCiP Alliance Community brings together hundreds of professionals from across the UK and beyond to collaborate on our shared vision of Thriving lives for Service children. Our theory of change summarises the reason for the Alliance's existence, the action we take to address evidenced need, and the change we seek through that action.

Our mission

Equip professionals for impact through evidence-led action and collaboration so that Service children thrive wherever they are.

The Board's purpose is to ensure that the Alliance achieves its mission in keeping with its values through:

- Impactful strategy
- Supportive structures
- Effective operation
- Excellent reputation
- Financial sustainability

To this end, the Group shall:

1. Provide collaborative leadership for the achievement of the SCiP Alliance's mission;
2. Be responsible for the development and achievement of the SCiP Alliance's strategy;
3. Support, challenge and advise the SCiP Alliance staff team;
4. Champion the vision and mission of the Alliance and operate in accordance with its values.

In support of these responsibilities, the terms of reference require Board members to "faithfully and pro-actively:

1. Use their experiences and skills to act in the best interests of the Alliance;
2. Contribute to the Board in ways that add value to the collective efforts of the Board and the Alliance and are in accordance with the Alliance's values;
3. Avoid, where possible, and declare to the Board any conflicts of interest;

4. Give sufficient time and energy to the role to discharge these duties appropriately."

Further, members must be committed to and skilled in working in ways that fit with what is important to the Alliance and its members. Members will value and operate in ways consistent with:

- Collaborative decision-making
- Consensus-building
- Asset-based approaches
- Leading by example
- Integrity

SCIP ALLIANCE VALUES

We value...

MAKING A DIFFERENCE

We value practical action that improves Service children's lives.

We are resolutely focused on our vision of 'Thriving lives for Service children'. When we meet and make decisions, when we invest our time and resources, and when we act – from local practice to national policy – we do it for the real difference it will make in the lives of children and young people in the Armed Forces community.

Our work is at its best when Service children themselves experience meaningful improvements in their lives as a result.

INCLUSIVE COMMUNITY

We value collaboration that makes the most of our diverse community.

Countless partners contribute to our work in support of 'Thriving lives for Service children'. Only by working together in open and respectful collaboration can we achieve our ambitions for children and young people in Armed Forces families. We celebrate the distinctiveness and diversity of the Armed Forces community – both Service children and their supporters – and welcome all those who share our vision and values to add to the collective effort.

Our work is at its best when the full breadth of our community works in authentic partnership for and with Service children.

RIGOROUS EVIDENCE

We value robust research that drives real-world improvements.

Service children are a hugely diverse group with complex lives. Understanding that diversity and complexity, developing support that responds effectively to it, and evaluating its impact requires rigorous research, high quality data and analysis, and systematic thinking. We apply this rigour in all our work and deploy diverse and creative methods to foreground Service children's lived experience throughout.

Our work is at its best when Service children's complex lives are deeply understood and evidence drives continuous improvement.