



Social Interest Group Trustees and Treasurer

Candidate pack
June 2025



**Social
Interest
Group**

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CHARITY RECRUITMENT



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Introduction



Dear Prospective Trustee,

It is with great pleasure that I extend this message to those considering joining Social Interest Group (SIG) as a Trustee. I have been Chairman of the Board of Trustees at SIG since April 2017. In that time we have overseen tremendous organisational growth, not only financially but in the numbers of people we support through our wide ranging services. Alongside my fellow Trustees, overseeing the quality and prosperity of SIG, we are deeply committed to ensuring that we maintain the highest standards of integrity, excellence, and inclusivity in all facets of our operations.

At the heart of SIG is a dedication to our mission and values, guiding every decision we make and every action we take. We believe in fostering an environment where innovation thrives, where diversity is celebrated, and where every individual has the opportunity for meaningful contributions.

As you contemplate becoming a part of our team, please reflect on the significance of the role you could play in shaping the future of SIG. We are not simply seeking a trustee; we are seeking a visionary and a champion of positive change. Wherever your expertise lies, I assure you that your contributions will be valued, and your unique skills and perspectives listened to and respected.

Finally, I extend my sincere gratitude to you for considering joining SIG as a Trustee, we can create a more transparent, caring world, in which people have equity of access to a good home, health care, social support, and employment.

Kind wishes,

Karl

Dr Karl Marlowe
Chairman
Social Interest Group

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About us



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Social Interest Group

Social Interest Group (SIG) is a leading UK charity providing bespoke person-centred health and social care services through its subsidiary charities SIG Penrose, SIG Equinox, SIG Pathways to Independence, SIG Safe Ground, and SIG Housing Trust. These individual organisations joined SIG as fully owned subsidiaries of the Group.

Having the same people on each Board allows for consistency, greater transparency and a level playing field in decision making for each of our charities. We only follow one strategy for the Group as a whole making leading and moving us forward much simpler. In doing so we maximise benefits throughout the membership.

Centrally we drive the strategic development of all subsidiary charities, bidding for tenders for new and existing services with Local and Central Government and Health Care; fundraise to drive innovation and fill the gaps in social and health care funding. We collate our subsidiary organisations performance and quality data, monitor the effectiveness of services and provide regular reports for the Board and Commissioners as required by contracts and funding streams.

Our mission is to empower people by building powerful partnerships and creative solutions that bridge gaps in provision and aid recovery, reablement and resettlement.
Out of prison, out of hospital, off the streets.

SIG as a group of charities believe everyone has the right to live a positive and healthy life.

We are experts in working with adults with the most complex and chaotic lives, enabling and empowering them to take charge of themselves, giving them the skills and resilience to live healthy and fulfilled lives.

We are ambitious, creative and persistent in our work, ensuring high impact and outcomes are achieved in all we do.

Together we provide a wide range of high-quality, residential, community, and prison-based services for people who have or are affected by:

- Mental health
- Substance and alcohol use
- Homelessness
- Trauma
- Personality disorder
- Criminal justice

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About us



How we work

SIG has a robust and creative leadership team and a dynamic workforce delivering continuous improvement, positive outcomes for the people we support and our commissioners, and a wealth of experience in the sector – especially in risk management and adult safeguarding.

Our team work hard every day to deliver on our vision: A transparent and caring world in which people who are marginalised have equity of access to a good home, health care, social support, and employment.

We are experts in delivering innovative integrated health and social care solutions to ensure people accessing our services achieve the best outcomes. We specialise in supporting people with the most complex multiple disadvantages and challenges in life who often have chaotic backgrounds, including forensic histories, substance and alcohol use disorders, mental ill-health, and behaviours that challenge services due to personality disorders, many of whom live with trauma.

We work closely in partnership with commissioners, mental health trusts, GPs, clinicians, local community groups and people in the criminal justice service to help better understand the needs and identify the proper support and care for our clients.

We have a breadth of experience and expertise, especially around managing risk and enabling the hardest-to-reach to join in and make positive changes to their lives and the community in which they live.

Our main aim is to provide holistic person-centred support in psychologically informed environments to ensure the true integration and co-production of services that work together to change lives.

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About us



How we work

Using our bespoke Theory of Change we focus on five key areas with residents and participants to ensure they have the best chance of moving in a positive direction:

Economic Well-being

Each resident and participant has their journey to achieving economic well-being. We provide support tailored to individual circumstances. Maximising income early in the support planning process helps foster independence and recovery.

Staying Safe

We support people in addressing specific risk areas. Positive risk management and good decision-making can keep residents, participants and the local community safe. It can be a gradual process as residents and participants engage and develop trust in the support provided by us.

Achieving ambitions

We support residents and participants in achieving their ambitions and aspirations. These may include gaining basic skills, including literacy and social skills. We provide support to improve social links with family, develop positive social links with friends and develop roots within the local community.

Healthy living

We support residents and participants to access the primary healthcare they require and take responsibility for their nutrition and exercise. To achieve this, we work in partnership with various specialist agencies. We also run events and programmes designed to foster healthy lifestyles, increasing social inclusion and improving links with the local community.

Making positive contributions

Residents and participants begin contributing from the outset as services are co-produced with them. Lived experience is used across the organisation in training staff and policy development. We work in partnership with community, voluntary and statutory agencies to create opportunities for residents and participants to utilise their skills and time positively in the local community.

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About us



Our values

Ambition

"Eager to succeed and to accomplish as much as possible for our people."

Empowerment

"Giving staff and the people we support the tools, training and information they need to achieve their potential."

Transparency

"Upfront and visible about our actions and open to scrutiny from stakeholders, residents and participants and staff."

Inclusivity

"Listening to, understanding, and including stakeholders to ensure we make a difference and get things right."

Our strategic objectives

These objectives provide a solid understanding of what is expected from each team member and how their daily actions fit into the bigger picture. All staff have visibility of how their actions impact the Group and, ultimately, those we serve. Our core values are embedded in all we do, and we ensure our behaviours reflect our values.

1: To improve the standard and quality of our delivery across the Group, both centrally and on the front line. We will aim to:

- Create a culture of inclusivity, in all areas of our work
- Improve the quality of the content of our services by increasing knowledge and understanding of our staff; and their use of our bespoke theory of change, trauma and psychologically informed frameworks.
- We will look to develop our biosocial support mechanism by the recruitment of our central psychologist and development of our bespoke training programs. We will do this through the direct involvement of our residents, participants and existing psychologists, clinical lead and occupational therapists and our staff teams skills and knowledge.

- Develop a strategy to introduce the National Federation of Housing regulatory framework across our residential units.
- Increase resident and participant involvement and develop a charter
- Carry out at least 6 internal audits across the central and front line services. Measuring against the new CQC standards and QAF frameworks, and ensure we adapt our audit tools and improvement plans accordingly.
- Increase mandatory training and development of staff and improve our attendance and learning rates.

2: To develop new ways of working that bridge the gaps in health and social care, housing & criminal justice arenas.

By:

- Opening at least three new services each year over the next three years.

To achieve this we will:

- Identify trends in policy and best practice externally and internally
- Identify opportunities to develop solutions, from feedback gained from participants and residents, commissioners, staff and partners.

3: To retain all the services we have so we remain relevant and sustainable

- Build commissioner relationships.
- Retain all existing contracts. Providing they remain financially viable and strategically important.
- Ensure residents and participants are happy and achieving, by constantly surveying, reviewing, learning from incidents, feedback given and what works and does not work so well.
- Ensure continued staff retention and continuity, by developing training, career development and staff pay.
- Ensure budgets are used correctly and targets met.
- Voids and bad debts are better than budget
- Risks are managed and understood.
- Transition plans are carried out when new business are mobilised and new managers come into post.
- Through our Head of IT, developing our strategy and enhancing our use of technology. In order to maximise the time our staff can spend supporting residents and participants whilst driving a culture of learning and continuous improvement.
- Developing our Social Impact Strategy to ensure we remain responsive to current issues that matter to all our people.
- Increasing our organic growth around existing services.
- Develop sufficient reserves to create innovative solutions and to ensure we start to set aside funds for the SIG HT property strategy, which it holds for the SIG Group.

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Our charities



SIG Penrose

Opening Doors, Changing Lives.

SIG Penrose has been helping people leaving prison and those stepping down from hospital and finding themselves homeless for over 50 years with support interventions that have a positive and lasting impact. Penrose was founded in 1969, and since then, we have supported thousands of people with their personal journey and empowered them to reach their own aspirational goals.

Penrose

SIG Equinox

Let us help you to turn your life around.

SIG Equinox provides support, care and recovery services to people with multiple disadvantages, including substance use disorders and mental health problems. It specialises on providing residential care for people who are alcohol users and resistant to change.

Equinox

SIG Pathways to Independence

SIG Pathways to Independence provides supported housing for people leaving prison, people sleeping rough and those who are homeless, many with complex social and health needs, across Kent and Medway. They help move them beyond homelessness by providing them with opportunities, skills and resilience to become self-reliant and self-supporting.

**Pathways to
Independence**

SIG Housing Trust

SIG Housing Trust aspires to buy or lease property on behalf of the Group and then leases it to Group members at affordable rents.

SIG Housing Trust

SIG Safe Ground

SIG Safe Ground has over 25 years of experience facilitating evidence-based creative programmes in unpredictable and under-resourced environments in secure and community settings. Our arts-based therapeutic group work focuses on relationships and identity, particularly in reclaiming and reframing imposed identities, including criminal, deviant, dangerous, and failed, while offering access to new perspectives, creating opportunities for discussion and debate, and inviting participants to take risks, experiencing themselves and each other in new ways. In partnership with Sodexo we successfully took over the running of the family visitor centre in Altcourse Prison, supporting men to connect with their families.

Safe Ground



The structure of the Social Interest Group

Chair

Karl Marlowe

Vice Chair

Stuart Jenkin (Treasurer)

Trustees

Dylan Kerr

Claire Barton

Kobi Boakye

Donald Douglas

Kieran Mitchell

Geetha Umaasuthan

Executive Trustee and Group Chief Executive of the Social Interest Group

Cathy Kane

Company Secretary and Director of Finance & Resources

Michael Rutherford

Trustees hold office for an initial period of three years with the possibility of a second term of three years.

Additionally:

- No person under the age of 18 may be appointed as a Trustee
- SIG and each of the subsidiaries are charities or social enterprises in their own right

The trustees have the power to delegate any of their functions to committees. The responsibility for day to day operations and the professional management of SIG has been delegated to the Group Chief Executive.

Organisations wishing to join SIG do so as a fully owned subsidiary of the Group. In doing in so we maximise benefits throughout the membership.



How this structure works

Having the same people on each Board allows for consistency, greater transparency and a level playing field in decision making for each of our charities. We will also only follow one strategy for the Group as a whole making leading and moving us forward much simpler.

We have ambition to be an organisation of excellence in all we do. As part of this we have brought our work under one strategy and one consolidated structure. To achieve our ambition (one of our core values) we need:

- Clear and strong leadership
- Clear Group wide vision that is transparent (one of our core values) and we can all embrace and work towards
- That vision to then cascade throughout the Group and for each service and central support department within the Group to have a vision for their individual service or department too
- A structure that directs our efforts, operational principles and drives our behavioural framework
- Our people to deliver value and have the tools to help develop our capabilities and processes that can achieve positive outcomes for our service users and constantly improve our services and ourselves

The Company Secretary for SIG is also the Company Secretary for each of the wholly owned subsidiaries. He is at the disposal of the Board and is accountable for all governance issues to comply with our financial obligations.

We have Board approved practices and policies in finance, human resource and other back office functions. Operational best practice and policies is shared across the Group.

Centrally we collate wholly owned subsidiary organisations performance and quality data and monitor the effectiveness of services and provide regular reports for the Board and Commissioners as required by contracts and funding streams.

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About us



How this structure works

Centrally we drive the strategic development bidding for tenders for new and existing services with Local and Central Government and Health Care; fundraise to drive innovation and fill the gaps in social and health care funding.

Centrally we provide all financial, IT, housing and maintenance, governance, marketing, business development and human resources (including workforce development and recruitment) functions, alongside an external communication and policy team so that our residents and participants can be heard by key decision makers.

Principal Risks and Uncertainties

SIG has a risk management strategy which is overseen by the Board. The risk register is reviewed quarterly by the executive and senior management team, in consultation with all managers, and subsequently by the Trustees within the Group as a whole.

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About us



Our Services

Accommodation-Based Services:

- Including forensic and non-forensic mental health pathways, a Managed Alcohol Programme, hospital step-down, and homelessness and complex needs.

Community Based Services:

- Supporting individuals to traverse diverse issues such as homelessness, abuse, and debts.

Specialist Women's Services:

- Operating dedicated services and sites, including refuges and accommodation for mothers with children.

Floating Support Services:

- Offering flexible, community-based assistance, for varying levels of support, promoting independence, and stability including facilitating hospital discharge and relapse prevention.

Social Prescribing:

- Connecting individuals to non-clinical services such as community recovery gardens or activity centres. Supporting people to access education, training, employment or social activities through dedicated 1-1 support in the community.

Criminal Justice Services:

- Independent Approved Premises, accommodation for people with Personality Disorders, a family visitor centre in HMP Altcourse, plus arts-based relationship programmes.

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Role details



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Joining SIG

Through our values we are committed to:

- Delivering excellence and innovation
- Promoting equality and mutual respect
- A belief that positive change is possible
- Involving and consulting our service users
- Active citizenship and community involvement
- Valuing staff, harnessing their full potential

In sustaining a healthy organisation, we recognise the critical importance of exercising good governance and effective leadership by the Board of SIG. We are currently implementing a recruitment strategy to fill vacancies on our Board to maintain a representative and diverse membership, reflecting the services we deliver and the communities we serve.

What we are looking for

We are keen to have an inclusive board, therefore background and experience while important, sits alongside a need for passion, ambition and interest to help SIG fulfil its mission. We are looking for **three Board members including a Treasurer.**

Interested applicants would ideally bring:

- A clear commitment to the mission and values of the Group
- The capacity to participate actively and from an informed position
- A willingness to use personal networks and resources of relevance to our charitable purpose
- Specialist knowledge of relevance to the Group, particularly in relation to Accountancy, Health & Social Care and Housing, , Public Relations & Marketing, and Operations
- Experience as a service user/carer/or a track record at a senior level in a not for profit, private or public sector organisation;
- A passion for the work the Group does and to promoting SIG and its subsidiaries as an organisation

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Role description



Role purpose

- To act as a guardian of the mission and values of the Group
- To lead the Group, setting the strategic direction and holding the Executive Team accountable for delivery of the Corporate Plan
- To ensure the Group operates within an effective framework of governance, complying with statute and best practice
- To act as an ambassador for the Group, modelling our values at all times

Core responsibilities

- To attend and prepare for Board meetings, actively participating from an informed position
- To understand the services the Group delivers and the context in which we operate
- To contribute to the formulation of the Corporate Plan and Annual Business Plans; holding the Executive Management Team accountable for the outcomes sought
- To provide leadership and direction to the Executive Management Team on strategic matters
- To link with a nominated service delivery project to better understand the work of the Group and the perspectives of staff, service users and the communities we serve; to visit the nominated project as required, but at least two to three times per year and feedback any relevant matters in accord with the agreed protocol
- To contribute to a selected business stream in support of the Group's development as an organisation
- To act as an ambassador for the Group, bringing the benefits from personal networks and resources of relevance to the charitable purpose of the Group and its subsidiaries
- To participate in recruitment and appeal panels as required
- To comply with the Group and Subsidiaries rules, code of governance and code of conduct at all times, reporting any potential role conflict and attendance problems promptly to the Chair and Company Secretary

Time commitment

There are 4 board meetings per year, both online and face-to-face plus contributions to planning, Awaydays and specialist areas. Board members are also expected to link with one of the Group's service delivery projects and to commit to supporting one of our strategic business streams of relevance to their individual experience and skills. The total time commitment is in the region of eight to twelve hours per month.

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How to
apply



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How to apply



The Social Interest Group is working exclusively with Charisma Charity Recruitment.

Expressions of interest for this role should be submitted through the [Charisma website](#), and include:

- A comprehensive CV
- A supporting statement, explaining how you believe you match the requirements of the role and describing any potential conflicts of interest.

For an informal and confidential discussion about the role, please contact:

Sandra Smith, Associate Director of Charisma Charity Recruitment on 01962 813300 or email info@charismarecruitment.co.uk.

We welcome and encourage expressions of interest from people of all backgrounds. We do not discriminate on the basis of disability, race, colour, ethnicity, gender, religion, sexual orientation, age, veteran status or other category protected by law.

This role is subject to a DBS check, which will be carried out by the charity.

Closing date for applications: 2nd November 2025

Note: Please apply asap as the client will be reviewing candidates and may close earlier if a suitable candidate is appointed.



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