



THE CHURCH OF SCOTLAND  
**SOCIAL CARE COUNCIL**

Meeting held in  
 Carnegie Conference Centre  
 Halbeath Road, Dunfermline KY11  
 12 June 2013 1:15pm - 1:30pm on 13 June 2013

**MINUTE**

<b>Present:</b>	A list of those attending is attached to this Minute as Appendix 1.
<b>Apologies:</b>	Apologies were noted.

	<u>Agenda Item</u>	<u>Action</u>
1.	<p><b>OPENING WORSHIP and WELCOME</b> was led by the newly appointed Convener Dr Sally Bonnar. Sally spoke about encouraging service users, officers and Social Care Council Members to work together and that God would help and guide us in our work. The meeting was constituted with prayer. She said the following words had come to her during the General Assembly and was sure that they would help us with our work:-</p> <ul style="list-style-type: none"> <li>• Mercy</li> <li>• Grace</li> <li>• Mission</li> <li>• Togetherness</li> </ul> <p>Sally welcomed everyone to the meeting with a particular welcome for new Members and said that Council members had different skills and abilities that they could bring and outlined the positive contribution all members could make to the work of the Social Care Council (SCC). She introduced new members :-</p> <ul style="list-style-type: none"> <li>• Martha Bogle</li> <li>• Mary Ford</li> <li>• Kathleen McPherson</li> <li>• Mrs Jan Raitt</li> <li>• Angus Swan</li> <li>• Rev David Gray</li> <li>• Rev Ramsay Shields</li> <li>• Brenda Graham (unable to attend)</li> </ul> <p>Sally had recently attended the Services to Older People's (STOP) Heads of Service Managers meeting who had 'mind mapped' on the 4 words of Mercy, Grace, Mission and Together the results of which was displayed for members on the wall. She invited Council to take a few minutes to have a look at the work and said that other services could carry out a similar mapping exercise.</p>	
2.	<p><b>PRESENTATION BY THE CONVENER ON THE STRATEGY REVIEW GROUP (SRG)</b> Sally said that CrossReach had a 3 year strategic plan which ran from 2011 to 2013 and was due to be reviewed. The SRG had been set up to review that strategy and had met 3 times over the last 3 months and had benefited from the support and encouragement from the Council of Assembly (CoA) with 3 members of CoA on the group. She thanked the authors of the</p>	

	<p>reports produced for the meetings and hoped that council members had found these useful background reading. She highlighted the main issues coming out of the SRG:-</p> <ul style="list-style-type: none"> <li>• Finances were a key concern but should not be a driver to the work we are undertaking, but we need to be good stewards</li> <li>• We need the capacity to be innovative</li> <li>• Should we doing what others are doing?</li> <li>• Greater involvement with the Church at all levels</li> <li>• Recruitment is an issue in some areas and should we continue holding a Genuine Occupation Requirement (GOR)</li> </ul>	
3.	<p><b>FIRST DISCUSSION GROUP</b></p> <p>Sally asked members to break into pre set groups and consider the following questions and at the end of these two sessions all groups could come back together for a feedback session. Groups were asked to use flip chart to record their discussions. The feedback is attached.</p> <p style="text-align: center;"><b><u>Session 1</u></b></p> <p><b>Questions to be considered</b></p> <ul style="list-style-type: none"> <li>• How can SCC re-connect with the mission of the church and ensure that it is the first point of contact to help congregations with their missional activities that relate to the expertise of social care council as per its remit from the general assembly?</li> <li>• How can the church support this paradigm shift in focus for the social care council so that the best support is given to supporting the local church in partnership?</li> <li>• How can we become sustainable while at the same time allowing for innovation and creativity to ensure we get back to the vision of responding in the name of Christ in ways that are not always how society would engage?</li> </ul> <p style="text-align: center;"><b><u>Session 2</u></b></p> <p>Engagement with the Church:-</p> <ul style="list-style-type: none"> <li>• How can we achieve better engagement with the church; congregations, presbyteries and Councils?</li> <li>• How much time can Council members devote to helping achieve this?</li> <li>• Are we prepared to put extra resources into this and if so, where from?</li> <li>• How can we unlock the potential at church level and move from maintenance to mission?</li> <li>• Are there ways in which church members can see CrossReach as their own charity and support as their first choice?</li> </ul>	
4.	<p style="text-align: center;"><b><u>Session 3</u></b></p> <ul style="list-style-type: none"> <li>• Can we improve our business model?</li> <li>• Do we support the existing financial principles?</li> <li>• Are we happy with the principle of full cost allocation in order to see the true cost of service provision and are the principles for allocation acceptable (Appendix 2)?</li> <li>• What is the best way to monitor service performance on a wider basis than financial performance - possibly a form of balance scorecard?</li> <li>• Are there any other proposals in relation to the business model not covered in the papers?</li> </ul> <p style="text-align: center;"><b><u>Session 4</u></b></p> <ul style="list-style-type: none"> <li>• How can we improve our people policies?</li> <li>• Are we fully committed to the recruitment strategy which in its current form requires some posts to have a genuine occupational requirement (GOR) for a Christian Commitment? Do we require more detailed analyses from</li> </ul>	

	<p>management as to the extent to which it may or may not be affecting recruitment?</p> <ul style="list-style-type: none"> <li>• Are our Ethos and Values relevant to our mission and remit?</li> <li>• Despite the changes made to terms and conditions as a result of the Strategic Budget Review how can we find ways to value our staff?</li> <li>• Can we think of any other ways to support recruitment?</li> <li>• In view of the numbers of agency staff engaged for whom it is not essential to have a Christian commitment should we move towards this requirement being dropped for relief staff who broadly carry out the same duties?</li> </ul>	
5.	<p><b>PLENARY SESSION - DEVELOPING THE BIG PICTURE</b> Sally thanked Council and officers for their input and said that looking at the written feedback from the groups she was pleased to say that the SRG and full Council appeared to have similar views on the way ahead which was reassuring. She highlighted the key issues that were coming across :-</p> <ul style="list-style-type: none"> <li>• Need for resources</li> <li>• Need to be innovative</li> <li>• Need to value staff - how do we do that - use partnership model of John Lewis?</li> <li>• Support for GOR - identify not apologise</li> <li>• Recognition of financial issues and ask the Church for support</li> </ul> <p>The following points were made by Council members</p> <ul style="list-style-type: none"> <li>• Presbyteries should receive more information on CrossReach and work undertaken</li> <li>• Need to be more involved with other Councils of the Church. CEO advised that CrossReach were working on a toolkit for congregations for the 2014 General Assembly</li> <li>• Rolling programme of Secretaries and Conveners from other Councils attending SCC</li> <li>• Link with research being undertaken by Church and Society. CEO advised that Claire Fleming is SCC representative on Scottish Churches Housing Action; Adrian Bark is the rep on Church and Society and Stuart Lynch is the rep on the Safeguarding Committee therefore links are being made. Training is given to Council members to assist them to give talks to the Guild and Churches on the work of CrossReach</li> <li>• The Church should instruct all Councils to work together</li> <li>• Schedule of meetings have been arranged with congregational supporters to which all members were welcome to attend.</li> </ul> <p>CEO advised that the Corporate Management Team have had discussions on how to turn services around that are operating with a deficit and were working on a timeline</p> <p>He advised Council that Rev Syd Graham, the previous Convener and his wife would join Council for dinner.</p> <p>Sally thanked everyone for their ideas and participation and invited members to join her in prayer at 8:45 the next day.</p> <p>The meeting was closed for the evening with prayer from Ian Huggan</p>	<p>CEO</p> <p>CEO</p> <p>DG</p>
6.	<p><b>OPENING WORSHIP AND WELCOME</b> Sally constituted the meeting with prayer and handed over to Peter Bailey , CEO</p>	
7.	<p><b>MAKING IT WORK</b> CEO, Peter Bailey thanked Council for their prayers whilst he had been unwell and was pleased to say he was on the mend. He thanked Marlene for taking over the reins and for being a safe pair of hands whilst he had been absent.</p> <p>He said that he was encouraged by the synergy of the work of the SRG and</p>	

	<p>feedback from Council members yesterday on the questions set and that he would take the comments made by Council away for further analyses. He said he that this session was about confirming he had heard correctly what Council were looking for and to confirm the way forward. He highlighted a number of issues :-</p> <ul style="list-style-type: none"> <li>• A Vision that you would want to see developed and being implemented over the next four years?</li> <li>• Maintain the core work but be prepared to discontinue work where it is not viable.</li> <li>• Engage with the church at all levels and through local involvement enable the church to fulfil its mission</li> <li>• marketing/education strategy Church involvement and ownership route map and feasibility outline with 'menu of opportunities'</li> <li>• As a Council you want to be people of vision and strategy as your primary focus</li> <li>• Scheme of Delegation Joint appraisal and review of governance structures</li> <li>• Would like to see other income streams and the opportunity to be more 'creative' with the resources at your disposal</li> <li>• Income Generation Strategy (Broader than fundraising) Not convinced we have skill. External feasibility report?</li> <li>• You would like to see the Church give more financial resources</li> <li>• A coherent and mission based strategy for increased resources through Mission and Renewal (Having put our best foot forward)</li> <li>• Agree the Financial Principles</li> <li>• Unit by unit analysis to demonstrate the impact of applying the financial principles with recommendations based on a balanced score card approach</li> <li>• Need Quality Outcomes Finance Physical Resources Human Resources</li> <li>• Tough Budget/Policy Options exercise. (£907,000 to find for 2014)</li> <li>• An overall business model which underpins the vision and the implications of achieving it</li> <li>• You want to value your staff and support the GOR</li> <li>• HR Strategy Paper and implications of decision on GOR</li> <li>• As a Council continue to support and model our Ethos and Values - Support a balanced score card approach</li> <li>• Bandwidth - (The day job!)</li> <li>• Self Directed Support Re-shaping care of older people Dementia Strategy Integration of Health and Social Care Early years Implications of Welfare Reform</li> <li>• Finally, Strategic Plan</li> </ul> <p>There was a detailed discussion on income generation, social capital and social enterprise and the possible need to engage experts/consultants in this field and it being used by the whole church rather than just CrossReach. Bill Usher advised that a group had been set up some time ago to look at this issue however the conclusion of the group was that it was bigger than fundraising it was about finding alternative funding streams for core business. Martha Bogle commented on helping service users achieve a positive outcome even if the service did not making a profit. Peter advised that CrossReach had recently been successful in securing funding from the Third Sector Early Interventions Fund (TSEIF) for Children and Families services.</p>	CMT
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	<p>Council agreed that there were tensions around a balanced scorecard. Some services have been allowed to continue whilst in deficit and others had not. It was agreed that the balanced scorecard must be used properly and equally applied. Tom Chadwick reinforced the point that we were not moving from full cost recovery to the balanced score card.</p> <p>It was agreed that the issue of Income Generation should come back to August Council.</p> <p>Council members could email Diane Gunstone if they had further views they wished to share on the matter.</p>	DG
		SCC
	<b>BUSINESS MEETING</b>	
1.	<b>DECLARATIONS OF INTEREST</b> there was none	
2.	<b>APOLOGIES</b> Mary Landels, Brenda Graham, David Brough and Eric Young	
3.	<b>SOCIAL CARE COUNCIL - MINUTE OF 17<sup>TH</sup> APRIL MEETING</b> was agreed	
4.	<b>MATTERS ARISING</b>	
	<p><b>GOR</b> - Further paper to be brought to future Council</p> <p><b>Grace Capital</b> - to be taken forward through Church involvement and ownership</p> <p><b>Belmont Castle</b> on agenda</p> <p><b>Rubislaw</b> - on agenda</p> <p><b>Legacy strategy</b> - to be brought to August Council</p> <p><b>Axis project "injecting rooms"</b> Calum Murray advised that he was waiting on further information from Dundee City Council and would feed back when received.</p> <p><b>Remit and members of Committees</b> - To come back to August Council</p> <p><b>Volunteers to help during General Assembly</b> - Thank you to Council members for supporting during General Assembly</p> <p><b>Geilsland</b> - on agenda</p> <p><b>Strategy Review Group</b> - main focus of meeting</p> <p><b>Lifestyle Centre</b> - Calum wrote to Eilean Siar and the response asked if CossReach would enter discussions in the future with regards to service provision but their response had been unexpected given their earlier position on funding Calum advised that he would keep SCC up dated on this issue</p> <p><b>Papers for Council</b> it was agreed that papers for Council would be issued 7 days in advance of the meeting and Members were invited to complete a questionnaire indicating how they would like to receive papers in future and were asked to return the questionnaire to Diane Gunstone.</p>	MR
		CEO
		CM
		CEO
		CM
		SCC
5.	<b>GOVERNANCE COMMITTEES</b>	
5.1	<p><b>Finance and Resources committee minutes of 26<sup>th</sup> April and 27<sup>th</sup> May, balance sheet and income and expenditure report</b> Professor Tom Chadwick spoke to the minutes and provided an update to members:-</p> <ul style="list-style-type: none"> <li>• There were 5 services that were causing concern and individual action plans were in place for those</li> <li>• Everyone working hard to bring services to break even</li> <li>• Overdraft from the Church had been extended to £1.3m</li> <li>• A New finance business partner starts with the remit for Children and Family services</li> <li>• Council of Assembly provide £656,000 per year in Missions and Renewal - £500k supports services and £156k goes towards the pension deficit</li> </ul>	

	<ul style="list-style-type: none"> <li>• Overdraft was £8m and CrossReach worked hard to reduce this to £4.5 m over the last few years</li> <li>• Pension deficit had risen to £16m</li> <li>• Council of Assembly has been very supportive and sympathetic</li> <li>• 2.4% increase in National Care Home contract</li> <li>• High occupancy in schools is essential for schools to break even</li> <li>• He encouraged questions from new members</li> </ul> <p>Sally thanked Tom for his update</p>	
5.2	<p><b>Business Committee 26<sup>th</sup> June</b> Rev Richard Frazer spoke to his paper and highlighted a few issues from the minutes:-</p> <ul style="list-style-type: none"> <li>• Grace Capital - Hugh Stewart has developed a model which is very good - its not only about money or staff but about championing, supporting, praying and volunteering to make a difference and that given engagement with the church is a paramount for CrossReach this item has been moved up the agenda</li> <li>• There had been a discussion about the best place to hold Council meetings given that Council is scattered across Scotland, we also needed to bear in mind the usefulness of visiting services and deprived areas.</li> <li>• An update from Business Development had been given at Business Committee and advised that they are pushing ahead with some of the issues discussed</li> <li>• See record apart for full discussion</li> </ul>	
5.3	<p><b>QUALITY AND STANDARDS COMMITTEE</b> Kay Keith Vice Chair had attended the meeting as Stuart Lynch had been unavailable. Kay highlighted a few issues</p> <ul style="list-style-type: none"> <li>• Very helpful in depth report from Ronnie Black in Calum's absence on Adult care</li> <li>• Welcomed the review of remit of Business Committee. Sally advised that this will be parked for the moment due to other pressing issues</li> <li>• Number of meetings had increased to 5 per year</li> <li>• Health and Safety feedback had been helpful</li> <li>• Court case had been halted until 9<sup>th</sup> July</li> </ul>	
5.4	<p><b>STRATEGY REVIEW GROUP</b> minutes of 11<sup>th</sup> April and 13<sup>th</sup> May; Sally said that these matters had been discussed in detail over the last 2 days. She said that it was now appropriate to allow space for the Corporate Management Team to develop a detailed action plan. CEO advised that the action plan would come back to the October Council.</p>	CEO
6.	<p><b>LEGACY SUMMARY</b> Ian Wauchope advised that there was a sizable legacy in the pipeline and we were likely to achieve £600k in legacies for 2013.</p>	
7.	<p><b>BELMONT CASTLE UPDATE</b> CEO said that matters relating to Belmont Castle and Dundee City Council had been delegated to Finance and Resources Committee and that the Convener, Tom Chadwick and Peter Bailey would negotiate for the Council in discussion with Dundee City Council. All service users will have new homes by end of June and a service of thanksgiving will be held at the beginning of July.</p>	
7a.	<p><b>RUBISLAW</b> Marlene Smith provided an update advising that the decant from Bellfield to Rubislaw had gone well and Bellfield would be operated as a separate unit. The new model 44 bed unit at Rubislaw would operate from July. The Convener gave tribute to staff for all their hard work in making this happen and it was agreed that Rubislaw should no longer be a standing item on the Council agenda.</p>	
8.	<p><b>UPDATE ON GEILSLAND</b> Viv Dickenson spoke to her papers and advised that it was a complicated issue but the aim was to roll out the new model combining education and care for 8 to 18year olds in Ballikinrain and</p>	VD

	Geilsland. She also highlighted the concerns over projected occupancy and said that a fuller report would come to August Council. Martha Bogle said that it struck her when she visited with the moderator that there could be scope for turning the building into a conference centre for the whole Church and if the boys were there that could provide vocational training opportunities for them. Viv said she would address this issue in her August paper and Council approved.	
9.	<b>STRATEGIC BUDGET REVIEW - OUTCOME WITH HEAD OF SERVICES AND BUSINESS PARTNERS RESPONSE TO THE PROPOSALS</b> Mari provided Council with an update on all the issues raised and the financial implications involved. Peter said that Marlene had been present at these meetings whilst he had been unwell and that there was little room for manoeuvre due to financial constraints and that it was important to achieve equity across the whole staff group. It had been noted that other Council's of the Church were offering more favourable pensions and the Convener confirmed that the issue had been raised at the STOP meeting.	
9.	<b>Any Other Competent Business</b>	
9 a	<b>NEW PENSION PROVIDER</b> it was agreed that the decision following the tendering exercise for the new pension provider should be delegated to the Finance and Resources Committee.	<b>F and R</b>
9b	<b>MISSION AND DECSIPLESHIP</b> Richard Begg was the new representative on Mission and Discipleship for rural Church's and had agreed as long as he can take issues from Social Care Council to that group.	
9c	<b>RETIRAL OF MARLENE SMITH</b> Convener thanked Marlene for her service and commitment to CrossReach and Council wished her health and happiness for the future.	
10.	<b>REPORT FROM THE REMUNERATION COMMITTEE</b> was taken in camera.	
11.	<b>The meeting was concluded with The Grace</b>	

Signed: .....  
Convener

Signed: .....  
Chief Executive Officer  
Secretary of the Council

Date: .....

Date: .....

(2013)

## APPENDIX I

## SOCIAL CARE COUNCIL

12- 13 June 2013

**Sederunt:**

Dr Sally Bonnar  
 Mr Adrian Bark  
 Mr Bill Steele  
 Dr William Wallace  
 Rev Douglas Irving  
 Rev Richard Frazer  
 Mrs Kay Keith  
 Mrs Irene McGugan  
 Mrs Susan Pym  
 Mr Bill Usher  
 Mr Ian Russell  
 Mr Ian Huggan  
 Rev Richard Begg  
 Rev Hugh Maurice Stewart  
 Rev Thom Riddell  
 Mr Douglas Hope  
 Mr Stuart Lynch (4pm onward of 1st day)  
 Mrs Claire Fleming  
 Prof Tom Chadwick  
 Mr Angus Swan  
 Rev Ramsay Shields  
 Mrs Mary Ford  
 Rev David Gray  
 Mrs Kathleen MacPherson  
 Mrs Martha Bogle  
 Mrs Jan Raitt  
 Mr Richard McLeod ACNG

**Apologies:**

Very Rev Sheilagh Kesting  
 Mrs Mary Landels  
 Mr David Brough  
 Mr Eric Young  
 Mrs Brenda Graham

**In Attendance:**

Mr Peter Bailey	(Chief Executive Officer)
Mrs Viv Dickenson	(Director of Children & Families Services)
Mr David Reid	(Head of Estates & Health and Safety)
Mrs Mari Rennie	(Director of Human Resources & Organisational Development)
Mrs Marlene Smith	(Director of Service to Older People)
Mr Allan Logan	(Director of Services to Older People elect)
Mr Ian Wauchope	(Director of Finance & Resources)
Mr Calum Murray	(Director of Adult Care Services)
Mrs Diane Gunstone	(Minute Secretary)