INFORMATION FOR POTENTIAL NEW MEMBERS IN 2027

NAME OF STANDING COMMITTEE/AGENCY: Social Care Council (known as the CrossReach Board)	
CONVENER/CHAIR:	Dr Mike Cantlay
VICE-CONVENER(S):	Very Rev Dr Shaw Paterson
SECRETARY:	John Cooper

REMIT:

The remit of the Board, as agreed at the General Assembly 2025, is as follows:

- To demonstrate Christ's love in action by offering high quality care and support which will empower people across Scotland to live full and fulfilling lives;
- To provide specialist resources and services to further the mission of the Church expressing its care for communities across Scotland;
- To identify existing and emerging areas of need and to guide CrossReach services and the Church in pioneering new approaches to relevant problems through collaborative partnerships both from within the Church and externally;
- To enable the people CrossReach supports and its employees to raise issues of concern to them and to amplify their voices through appropriate channels within the Church structures and externally.

SKILLS AND EXPERIENCE SOUGHT AT THIS TIME:

CrossReach is the trading name of the Social Care Council and continues the Church of Scotland's long tradition of providing care and support. The work started back in 1869, so the Church of Scotland has a long history in the fields of social care and social justice. The current five year plan is available here: Strategy | CrossReach

CrossReach employs over 1,700 staff members and mobilises over 400 volunteers, with annual income and expenditure expected to be around £68M in 2027. Most of our funding comes from Local Government through formal contracts or through individuals managing their own budgets, but we also rely on charitable income to help continue our vital work. The Church of Scotland remains the registered charity number so is responsible for the governance of CrossReach. It also acts as a banker, and makes a grant to CrossReach for specific charitable purposes, but does not directly fund the work.

At CrossReach we believe that living our values is what makes us who we are. For us, values are more than just a poster on the wall, they are in everything we do, every day. The CrossReach values are:

- Respectful; value each person for their unique identity. Uphold human rights and challenge discrimination.
- Working together; work in partnership with others so that we can make good decisions and achieve better results.
- Inclusive; recognise that we all have something to offer in terms of our skills, knowledge and expertise and can play an active part in our communities.
- Supportive; recognise strengths and build confidence. Find ways to help each other to overcome challenges.
- Accepting; recognise that we all have had different experiences which have shaped how we act in different situations. Respond in a trauma informed way.

The Board is a close-knit community and works well with the senior managers of the organisation. We have worked hard to identify the balance of skills and experience needed across the board membership to ensure the best governance possible for this large and complex area of the Church's work.

We are particularly interested in hearing from individuals who have experience in helping organisations grow and develop. We are always on the lookout for people with expertise in risk management, health and safety, IT and digital systems, estates and facilities management, and quality management. We also welcome interest from those who have worked in, or have direct experience of accessing social care services. If you are passionate about making a difference and want to contribute your skills to support our ongoing development, we would love to hear from you.

EXPECTATIONS OF MEMBERS:

The Board adopts a 'Liaison' model of operation where Board members will be linked to particular areas of operational service or strategic importance and will help maintain the critical link between strategy and organisational performance.

Board members will develop a good understanding of how the overall strategy is being taken forward and how both service delivery and management action support that. The liaison board members will agree with the lead director of any particular area the number of meetings needed, the points for discussion and the key management reports they would wish to see to satisfy themselves that the strategy is being implemented or where barriers to that exist. It would be anticipated that the liaison board member acts as a critical friend and additional point of expert advice to senior staff and would have an opportunity to report back to the Board at each meeting.

It is also anticipated that board members will participate in the groups and committees as appropriate and where their skills are best matched.

Please find our code of conduct below which Board members must follow:
Code of Conduct - CrossReach Board

MEMBERSHIP AND ANTICIPATED VACANCIES:

Convener, Vice-Convener and 10 members appointed by the General Assembly, with the Chief Executive Officer of CrossReach as a non-voting *ex officio* member. At least one member shall be a Church of Scotland minister. (*Constitutional change approved by the Assembly Trustees to increase the number of general Board members from nine to ten, subject to ratification by the General Assembly in 2027*.)

It is anticipated that there will be a Vice-Convener vacancy and three member vacancies to be filled with a start date of June 2027. Please note that an interview/early discussion is desirable for all people considering nomination to the CrossReach Board.

FREQUENCY, TIMING AND VENUE OF MEETINGS:

The CrossReach Board meet bi-monthly on the first or second Wednesday of the month at 1:30 till 4:30 either in Charis House, Milton Road East, Edinburgh or the Glasgow or Perth regional office or via video conferencing. A review of the meeting times is currently underway but the Board meeting will continue to fall in the following months:-

February

April
June
August
October
December

Where an all-day meeting is required, this will be discussed and agreed in advance. A calendar is provided to the Board members with the meeting dates.

DETAILS OF SUB-COMMITTEES/GROUPS:

The Board will hold a quarterly Audit and Performance Committee, chaired by an appointed representative of the Board to consider the following items on a routine basis:

- Oversight of business and financial reporting
- Internal control and risk management
- Quality, compliance and health and safety
- External audit- findings, recommendations and actions
- Policy implementation
- Culture, values and ethical considerations

It feeds into the Assembly Trustees Governance Group.

The Finance Group meets monthly on the last Tuesday of the month.

The HR and Quality Group meets bi-monthly with agreed dates set by the group at the start of each year.

The Remuneration Group meets twice a year and makes recommendations on senior staff salaries, taking an interest in how this links to terms and conditions across the workforce.

Growth Group – Quarterly online meetings

FURTHER DETAILS:

The following link will take you to our website www.CrossReach.org.uk and will provide you with more detail on the work we do across Scotland.

Please see the following webpages:

Mission Statement & Ethos | CrossReach
Trustees | CrossReach
History of CrossReach

APPENDIX 1 Skills Matrix

Proposed nominees should ensure that they rate themselves against each skill/competency in the skills matrix below. The skills matrix is included within the Nomination Form therefore it is not necessary to email it separately.

Skills/Experience			
Relevant experience of the Health and Social Care field (hands-on or previous governance role)	Lots of experience	Some experience	No experience
Knowledge of sector	Lots of knowledge	Some knowledge	No knowledge
Knowledge of broad public policy direction	Lots of knowledge	Some knowledge	No knowledge
Understanding of government legislation/legislative processes	Very good understanding	Some understanding	No understanding
Technical Skills/Experience			
Estates Management	Lots of experience	Some experience	No experience
Finance	Lots of experience	Some experience	No experience
Law	Lots of experience	Some experience	No experience
Marketing Public Relations profile/reputation	Lots of experience	Some experience	No experience
Information Technology	Lots of experience	Some experience	No experience
Experience in developing and implementing management systems	Lots of experience	Some experience	No experience
Human Resources Management	Lots of experience	Some experience	No experience
CEO/Senior Management Experience	Lots of experience	Some experience	No experience
Strategy Development and Implementation	Lots of experience	Some experience	No experience
Fundraising	Lots of experience	Some experience	No experience
Health and Safety	Lots of experience	Some experience	No experience
Risk Management/Business Continuity	Lots of experience	Some experience	No experience
Governance Competencies			
Previous governance experience of medium organisation up to 99 employees	Lots of experience	Some experience	No experience
Previous governance experience of large organisation with 100+ employees	Lots of experience	Some experience	No experience
Strategic thinking/change management planning from a governance perspective	Lots of experience	Some experience	No experience

Executive performance management/management of a CEO	Lots of experience	Some experience	No experience
Governance related risk management experience	Lots of experience	Some experience	No experience
Quality, compliance and improvement focus	Lots of experience	Some experience	No experience
Behavioural Competencies			
Team player/collaborative	Highly skilled	Fairly skilled	Not skilled
Willingness to challenge/probe in line with the values	Strong willingness	Some willingness	No willingness
Common sense/sound judgement	Highly skilled	Fairly skilled	Not skilled
Integrity, high ethical standards and ability to work within the values	Highly skilled	Fairly skilled	Not skilled
Mentoring abilities	Highly skilled	Fairly skilled	Not skilled
Relational approach with appropriate values	Highly skilled	Fairly skilled	Not skilled
Communication skills	Highly skilled	Fairly skilled	Not skilled
Understanding of effective decision making processes	Very good understanding	Some understanding	No understanding
Willingness/ability to devote time and energy	Strong willingness/ability	Some willingness/ability	No willingness/ability