



INFORMATION FOR POTENTIAL NEW MEMBERS IN 2022

NAME OF STANDING COMMITTEE/AGENCY:	
Social Care Council (known as the CrossReach Board)	
CONVENER/CHAIR:	Rev Thom Riddell
VICE-CONVENER(S):	Sarah Wood
SECRETARY:	Viv Dickenson
REMIT:	
<ul style="list-style-type: none"> • As part of the Church’s mission, to offer professional social care services in Christ’s name to people in need; • To provide specialist resources to further the caring work of the Church; • To identify existing and emerging areas of need, to guide the Church in pioneering new approaches to relevant problems and to make responses on issues arising within the area of the Council’s concern through appropriate channels such as the Church’s Faith Impact Forum, the Scottish Government and the like; • To conduct an annual review of progress made in discharging the remit and provide an annual written report to the General Assembly; • To oversee an appropriate corporate management and support service to deliver the above and be responsible for funding all salaries and related costs; • To set and review terms and conditions of staff and establish appropriate internal governance systems. 	
SKILLS AND EXPERIENCE SOUGHT AT THIS TIME:	
<p>CrossReach is the trading name of the Social Care Council and continues the Church of Scotland's long tradition of providing care and support. In fact, this work started back in 1869, so we have a long history in the field of social care.</p> <p>We employ nearly 1,800 staff and have an annual expenditure of £44 million. Most of our funding comes from local authorities, but we also rely on donations and legacies to help continue our vital work. Almost 4% of our income comes from the Church of Scotland.</p> <p>Please see Appendix I below for details of essential and desirable experience to help continue our work.</p>	
EXPECTATIONS OF MEMBERS:	
<p>That the Board adopts a ‘Liaison’ model of operation where Board members will be assigned to particular areas of strategic importance and will maintain the critical link between strategy and organisational performance in a number of different areas.</p> <p>They will develop a good understanding of how the strategy in that area is being taken forward and how the management reporting supports that. The Liaison Trustees will agree with the Lead Directors the numbers of meetings needed, the exceptional points for discussion and the key management reports they would wish to see to satisfy themselves that the strategy is being effected 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 report back to the Board at each meeting.</p> <p>It is also anticipated that Board members will participate in the groups as appropriate and where their skills are best matched.</p>	



MEMBERSHIP AND ANTICIPATED VACANCIES:

NB: a completed Nomination Form must be submitted by all proposed nominees including anyone wishing to be put forward for proposed re-appointment

Convener, Vice-Convener and 9 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.

Three member vacancies are anticipated in 2022. Please note that an interview is desirable.

FREQUENCY, TIMING AND VENUE OF MEETINGS:

include mention of any particular day(s) of the week when meetings would fall and whether meetings will be attended online and/or in person

The CrossReach Board meet bi-monthly on the first Wednesday of the month at 1:30 till 4:30 either in Charis House, Milton Road East, Edinburgh or via video conferencing in the following months:-

February
April
June
August
October
December

DETAILS OF SUB-COMMITTEES/GROUPS:

include frequency, timings, venue and any particular day(s) of the week when meetings would fall

That the Board will hold a quarterly Audit and Performance Committee, chaired by The Convener 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

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.

FURTHER DETAILS:

Include any useful web links

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](#)

<https://www.crossreach.org.uk/about-us/the-history-of-crossreach>

APPENDIX 1 Skills Matrix

While it is not anticipated that any one individual can have all of the experience and skills required to support the effective governance of CrossReach there will be a broad range of skills and expertise required on the new governance body. The matrix below suggests both the essential and desirable skills and experience to be present across the governance body as a whole and a register of skills represented should be kept and updated annually.

In additional it is expected that all of those on the governance body will have a Christian faith and be IT literate to the point that they can work with the systems and processes required to access and respond to reports and other papers.

	Essential	Desirable
Relevant experience of the Health and Social Care Field (hands-on or previous governance role)	X	
Knowledge of Sector	X	
Knowledge of broad public policy direction		X
Understanding of government legislation/ legislative processes		X
Technical Skills/Experience		
Estates Management	X	
Finance	X	
Law	X	
Marketing Public Relations profile/reputation	X	
Information Technology	X	
Experience in developing and implementing management systems		X
Human Resources Management	X	
CEO/Senior Management Experience	X	
Strategy Development and Implementation	X	
Fundraising	X	
Health and Safety	X	
Risk Management/Business Continuity		X
Governance Competencies		
Prev Gov experience of medium org up to 99 employees (or)		X
Prev Gov experience of large org 100+ employees		X
Strategic thinking/change management planning from a governance perspective	X	
Executive performance management/management of a CEO	X	
Governance related risk management experience	X	
Quality, Compliance and Improvement Focus	X	

	Essential	Desirable
Behavioural Competencies - all to exhibit		
Team Player/Collaborative	X	
Willingness to challenge/probe in line with the values	X	
Common sense/sound judgement	X	
Integrity and high ethical standards ability to work within the values	X	
Mentoring Abilities		X
Relational approach with appropriate values	X	
Communication Skills	X	
Understanding of effective decision making processes	X	
Willingness/ability to devote time and energy	X	
Christian Faith	X	

Function:

Those with governance responsibility for CrossReach should ensure CrossReach has a clear strategy, and that its work and goals are in line with its own vision and that of the parent charity. A CrossReach governor is a ‘guardian of purpose’, making sure that all decisions are made in furtherance of the purposes set out in the [Constitution/Remit] of CrossReach.

They safeguard the charity’s assets – both physical assets, including property, and intangible ones, such as its reputation. They make sure these are used well and that the charity is run sustainably.

Governors don’t usually do the day-to-day running of the charity. They delegate this to the staff, led by the Chief Executive. Instead, they play the role of a ‘critical friend’ to the Chief Executive by giving support and by challenging – in a supportive way – to help them manage effectively.

Most Boards of Governors meet four to eight times a year and it suggested the new body follow that pattern. Many have sub-committees that focus on particular areas of work or projects. Where they do, governors are often expected to get involved with one or more sub-committees, as well as having a good understanding of their charity’s work overall.

Role:

As a representative of the new body to be the main force pressing the organisation to the realisation of its opportunities for service and the fulfilment of its objectives to the organisation’s users, staff, volunteers, funders and wider community.