



INFORMATION FOR POTENTIAL NEW MEMBERS IN 2025

NAME OF STANDING COMMITTEE/AGENCY: Social Care Council (known as the CrossReach Board)	
CONVENER/CHAIR:	Dr Mike Cantlay
VICE-CONVENER(S):	Rev Douglas Hamilton
SECRETARY:	Viv Dickenson
<p>REMIT:</p> <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 within the Church structures and externally; • 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 in line with regulatory requirements. 	
<p>SKILLS AND EXPERIENCE SOUGHT AT THIS TIME:</p> <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. The work started back in 1869, so the Church of Scotland has a long history in the fields of social care and social justice.</p> <p>CrossReach employs 1,590 staff members and has an annual income and expenditure of around £63M (2025 budget). Most of our funding comes from Local Government through formal contracts or through individuals managing their own budgets, but we also rely on donations and legacies 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 small grant to CrossReach for specific charitable purposes, but does not directly fund the work.</p> <p>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.</p> <ul style="list-style-type: none"> • We will ensure that the reasons for our actions are transparent and that we act with integrity • We will seek to serve and support everyone in a spirit of grace, humility and compassion • We will consult with and involve individuals and/or their representatives in issues that affect them • We will accept and respect everyone for their own individual worth • We will treat everyone with fairness and consistency and be accountable for our actions <p>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.</p>	



We are particularly interested in hearing from anyone with a risk management, health and safety, IT, estates or quality management background or who has experience of working in or accessing social care services directly.

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 numbers 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.

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.

Two member vacancies are anticipated in 2025. Please note that an interview/early discussion is desirable for all people considering nomination to the CrossReach Board.

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 or second 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

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:

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

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.

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](#)

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



Executive performance management/management of a CEO			
Governance related risk management experience			
Quality, compliance and improvement focus			
Behavioural Competencies			
Team player/collaborative			
Willingness to challenge/probe in line with the values			
Common sense/sound judgement			
Integrity, high ethical standards and ability to work within the values			
Mentoring abilities			
Relational approach with appropriate values			
Communication skills			
Understanding of effective decision making processes			
Willingness/ability to devote time and energy			
Christian faith			