

CROSS REACH

Care you can put your faith in

Appointment of Chief Executive Officer

April 2026

Reference Code: DBYXA

Contents

- 1 Introduction
- 2 The Role
- 3 Person Specification
- 4 Terms of Appointment
- 5 How to Apply



Purpose

To demonstrate Christ's love in action by offering high quality care and support which will empower people, across Scotland, to live a full and fulfilling life.

Vision

A compassionate society where the worth of every individual is recognised and celebrated, and where loving relationships support all to live well in line with their needs, choices and aspirations.

Our values:

At CrossReach we have 5 key values which guide all we do. These are especially important to us as they allow us to align who we are, what we do and why we do it.

They express our Christian ethos at work and serve to enable love in action – every single day.

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

Introduction

About CrossReach

CrossReach is the social care arm of the Church of Scotland, delivering a wide range of care and support services to individuals, families and communities across Scotland. Rooted in a tradition of Christian compassion and service that stretches back more than 150 years, CrossReach continues the Church's longstanding commitment to caring for people across Scotland.

Today, CrossReach is one of Scotland's largest and most diverse not-for-profit providers of social care. Each year the organisation supports around 28,000 people through services spanning Children and Families, Adult Care, and Older People's Services. Delivered by specialist teams across the country, these services provide vital support for some of Scotland's most vulnerable individuals and families.

At the heart of CrossReach's approach is a commitment to person-centred care, enabling people of all ages to live with dignity, independence and purpose. CrossReach's work is deeply embedded in communities across Scotland. Its services range from residential and respite care for children and young people, to support for adults living with addiction or mental health challenges, to residential and specialist dementia care for older people. While the nature of provision has evolved over time to respond to changing needs and policy environments, the organisation's purpose remains constant: to express the love and compassion of the Church through practical care and support.

As part of the Church of Scotland, CrossReach operates within a distinctive governance structure. The organisation is overseen by the CrossReach Board, which provides strategic leadership

and accountability for the delivery of services. The Board is appointed by and reports to the General Assembly of the Church of Scotland, the Church's governing body. This structure reflects CrossReach's dual identity: a major professional provider of social care services, operating within complex regulatory and commissioning frameworks, and a mission-driven organisation grounded in the values and traditions of the Church.

The scale and diversity of CrossReach's work places it at the forefront of the Scottish social care landscape. The organisation works closely with local authorities, health and social care partnerships, regulators and community organisations to deliver high-quality services that respond to local needs. Looking ahead, CrossReach approaches the future with optimism and ambition. The organisation seeks to offer excellence in service delivery, to be at the forefront of change in the sector, and to work with partners locally and nationally to find better, more sustainable ways of supporting people.

At the core of this ambition lies a deep-rooted concern for others, a commitment to dignity, compassion and a desire that everyone has the opportunity to live a full and fulfilling life.

Our People Charter

At CrossReach, we want everyone to feel safe, respected, and cared for. This is your workplace, and we want it to be a place where you feel included, supported and valued for who you are.

This People Charter is simply our way of saying: here's what you can expect as part of the CrossReach team. It's built on fair work principles, our Christian Ethos and the values that guide us every day: Being Inclusive, Working Together, Respectful, Supportive, and Accepting.

1. Training, Learning & Development

- We know that everyone has the potential to grow, and we are here to support you on that journey.
- You will get access to training that's practical, relevant, and tailored to you and your role.
- We will offer learning opportunities and resources to support you in meeting your registration and continuous professional development responsibilities.
- We will make sure learning opportunities reflect different needs and styles, so nobody is left out.
- We will support you to build your confidence and skills, helping you flourish.

2. Performance Management and Support

- Good leadership matters and you deserve nothing less.
- You will have regular time with your manager, who will listen, guide, and support you.
- Our managers will lead with respect, honesty, empathy and fairness.
- We will clearly define expectations, give constructive feedback, and help you perform effectively in your role.

3. Having Your Say

- Your voice counts and we want to hear it.
- We will create opportunities for open conversation, listening, and honest feedback.
- Your ideas, experiences, and concerns will always be taken seriously.
- Through surveys, staff representatives, and other channels, you will have a real say in decisions that affect you.

4. Recognition & Appreciation

- What you do matters and we want you to know it.
- You will be recognised and thanked for the difference you make.
- We celebrate contributions, from everyday wins to major milestones.
- We are building a culture where everyone feels seen, respected, and part of something bigger.

5. A Supportive Workplace

- We want you to feel safe, welcomed, and cared for.
- Inclusion isn't just a word, it's something we live out daily, making sure everyone feels they belong.
- We are committed to supporting your wellbeing – physically, mentally and spiritually.
- You will be treated with kindness, patience, and acceptance.
- We will learn together, lift each other up, and show grace when it's needed most.

At its heart, this Charter is about you. You are a valued part of CrossReach, and together we will keep building a place where people feel respected, supported, and proud of the work we do.

The Opportunity

A Christian leader for a Christian mission:

CrossReach exists to serve others as an expression of the Church of Scotland's Christian faith and values. We are therefore seeking a leader whose own faith is genuine and active, someone for whom Christian belief is not background but foundation. The successful candidate will bring not only the capability to lead a complex, national organisation, but the personal conviction and spiritual depth to inspire others and to anchor CrossReach's work in its Christian calling.

The Chief Executive Officer of CrossReach leads one of Scotland's most significant and respected social care organisations, one whose work is rooted not simply in professional excellence, but in a living expression of Christian faith and compassion. This is a role with national reach and real human impact, shaping services that support tens of thousands of people across the country each year.

The CEO is accountable to the Social Care Council and, through agreed governance arrangements, to the Assembly Trustees of the Church of Scotland, operating within the Memorandum of Understanding and agreed financial and governance principles.

Purpose of the Role

The Chief Executive provides strategic, values-led and faith inspired leadership to CrossReach, ensuring the delivery of high-quality, sustainable social care services across Scotland. Working with the Board, leadership team and partners across the sector, the CEO will translate the organisation's vision, mission and strategy into meaningful and measurable impact for the people who rely on CrossReach's services, for its dedicated staff and volunteers, and for the communities it serves. Central to the role is safeguarding the organisation's long-term financial strength and organisational

sustainability while continuing to evolve services in response to Scotland's changing social care landscape.

The CEO will also provide confident national leadership within Scotland's social care sector. Acting as Secretary to the Social Care Council, the postholder will represent CrossReach as a credible, thoughtful and influential voice with government, regulators and strategic partners, as well as within the wider Church of Scotland community.

This is an opportunity to lead an organisation with deep Christian heritage and strong values, while shaping its future impact at a time of significant change and opportunity for social care in Scotland.

Key Outcomes of the Role:

- **Faith and values leadership:** A CrossReach that is visibly and authentically grounded in its Christian ethos, with the CEO's own faith providing a compelling foundation for the organisation's mission, culture and relationships, both internally and externally.
- **Financial sustainability:** A financially sustainable, resilient and well-governed organisation
- **Service excellence:** High-quality, regulated services with strong inspection outcomes
- **People and culture:** A stable, engaged and motivated workforce who are inspired by CrossReach's values and Christian mission.
- **Reputation and influence:** A strong national reputation and influence within Scotland's social care sector
- **Ethos in practice:** Clear alignment between CrossReach's Christian ethos, strategic priorities and day-to-day practice

Key Responsibilities & Accountabilities

Strategic Leadership & Delivery

- Provide inspirational and effective leadership to deliver the CrossReach strategy, ensuring alignment with the organisation's mission, Christian ethos and values.
- Develop, recommend and implement strategic and business plans, in partnership with the Social Care Council, that support sustainability, growth, innovation and positive outcomes for people who access support.
- Lead the organisation through a complex and changing social care environment, responding effectively to policy, funding and workforce challenges.

Governance & Corporate Leadership

- Undertake the statutory and constitutional responsibilities of Chief Executive Officer of CrossReach and Secretary to the Social Care Council.
- Act as the principal policy adviser to the Social Care Council, ensuring a coherent corporate approach to policy development, decision-making and risk management.
- Ensure effective systems of governance, internal control, assurance and risk management are in place and operating effectively, including oversight of the organisational risk register.
- Advise the Social Care Council on significant risks, opportunities and emerging issues, including emergency planning and organisational resilience.

Financial stewardship & Sustainability

- Lead the delivery of the agreed strategy within approved budgets, ensuring robust financial planning, control and reporting.
- Ensure the preparation of high-quality annual budgets, statutory accounts and financial reports, and that the Council is kept fully informed of the organisation's financial position.
- Safeguard and maintain the assets of CrossReach, ensuring they are used effectively and responsibly in support of the organisation's mission.

People, Culture and Workforce Leadership

- Lead and support the Corporate Management Team, fostering collective leadership, accountability and high performance.
- Ensure CrossReach remains an employer of choice by promoting Fair Work principles, workforce wellbeing, equality, diversity and inclusion.
- Oversee the development of a sustainable workforce strategy, including succession planning, leadership development, learning and talent management.
- Foster a positive organisational culture that encourages innovation, challenge and continuous improvement, underpinned by compassion and respect.

Key Responsibilities & Accountabilities (cont.)

External Relations, Partnerships & Influence

- Represent CrossReach at local and national levels, acting as a visible and credible advocate for the organisation and for social care more broadly.
- Build and maintain strong relationships with local and national government, commissioners, regulators, partners and sector bodies.
- Ensure engagement and influencing activity is grounded in the lived experience of people who access support and those who work in social care.
- Identify and develop strategic partnerships that support the delivery of the CrossReach strategy and enhance outcomes.

Church of Scotland and Christian Ethos

- Work collaboratively with the Chief Officer of the Church of Scotland, other Councils, and the wider Church to promote CrossReach as a core expression of the Church's mission and ministry.
- Represent the Social Care Council on the Assembly Trustees and relevant sub-committees, ensuring appropriate reporting, assurance and escalation.
- Lead the preparation of the Social Care Council's report to the General Assembly and other reports and presentations as required.
- Provide strategic leadership that embodies and reflects Christian love and care, actively sharing and expressing faith in

meaningful and practical ways to shape and influence CrossReach vision, strategy, and the delivery of social care across Scotland and the wider Church.

- To promote and sustain a culture that positively promotes our values and Christian Ethos, and which underpins CrossReach policies and procedures. To support staff in their spiritual wellbeing and foster a faith-based, compassionate working environment.
- To lead and actively participate in devotions, offer prayer with or for individuals, and provide or read from Christian faith-based resources. Resources and support are provided.

Communications and Reputation

- Work closely with communications colleagues within CrossReach and the Church of Scotland to ensure clear, effective and timely communication with stakeholders.
- Protect and enhance the reputation of CrossReach through transparent communication, strong relationships and consistent alignment between values, practice and public messaging.



Person Specification

We are looking for an exceptional candidate who is able to demonstrate most or all of the following skills, experience and personal attributes at a level that would enable them to flourish in this role.

Knowledge and Experience

Essential criteria:

- A track record of operating at CEO, Executive Director or equivalent level within a sizeable, complex organisation, with responsibility for strategy, performance and organisational outcomes.
- Ability to set clear direction and deliver against it, balancing mission, quality and long-term financial sustainability.
- A practising Christian, able to authentically lead within and uphold the ethos of the Church of Scotland.
- Experience of working effectively with Boards (or equivalent), and building trusted relationships with a wide range of stakeholders, including in high-profile or sensitive environments.
- Ability to lead and develop high-performing teams, drive change where needed, and deliver results in a complex environment.

Desirable criteria:

- Experience in social care, health, or a related public / third sector environment.
- Understanding of operating in a regulated or publicly funded context.
- Experience of engaging with government, policy or national stakeholders.

Terms of Appointment

This is a permanent post. Contractual hours are 40 per week, however the Chief Executive Officer will be expected to work such hours as are required for the efficient and conscientious discharge of their duties and responsibilities.

Salary: £123,608

Location: Flexible within Scotland

Pension: 5% Employer contribution in our L&G defined contribution scheme

Annual leave: 25 days plus 10 public holidays rising to 33 days plus 10 public holidays

Process

Panel interviews will take place on 3rd June 2026.

Due Diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to CrossReach on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code DBYXA

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on Wednesday 6th May.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

