



# Cornerstone Community Care

(operating as Cornerstone Company Limited by Guarantee)

# Annual Report and Financial Statements

for the year ended 31 March 2023



# Our vision is to be the first choice for expert care and support for people with learning disabilities, autism and complex care needs in Scotland.

## Cornerstone Community Care

(operating as Cornerstone Company Limited by Guarantee) hereinafter referred to as Cornerstone.

### Directors

Mr P Bailey, Chair

Mrs H L Stuart, Vice-chair

Mr T Dinozzi

Mr A Forbes

Mr G Huggins

Mr S Lynch

Mr R M Kay (resigned 08 November 2023)

Mr A Murray

Mr R Webster (resigned 08 November 2023)

Mr M D Laing (resigned 26 October 2022)

Ms S L Irvine (resigned 31 October 2022)

Ms H D Munro (resigned 26 October 2022)

Ms S Park (appointed 17 February 2022)

Ms L J Henderson (appointed 25 May 2023)

Directors as at the date the report was approved and/or during the reporting period

### Secretary

Ledingham Chalmers LLP

### Charity Number (Scotland)

SC004780

### Company Number

SC070762

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Cornerstone have recently started supporting my brother and he is so much happier and relaxed and also has given me peace of mind to get on with my days.

My experience as a Welfare Guardian has been great, I have been kept informed.

We have had a difficult 18 months as a family and it is very reassuring to know that my sister has been well cared for and happy. The staff couldn't be more supportive to both her and myself whilst I struggle with my own issues. Her care needs have been changing throughout and the staff, guided by their team leaders, could not do more to accommodate. This as I say is a huge relief to myself during a very difficult time.

I would highly recommend Cornerstone to anyone because it is not only a place that provides wonderful care but it is a community who dedicate their time to make sure people are looked after and given support in whatever they may need.

I am happy that my sister is in a safe and secure home with excellent care from the staff. Also I am happy with the communication from staff.

Feedback from our 2022/23 customer satisfaction survey.

# Welcome from our Chief Executive

I'm delighted to be introducing to you our new look annual report for 2022/23. I hope you'll find it vibrant and accessible and that it will give you a good overview of the work that we do and what we have achieved over the last year. As we emerged at the beginning of the year from the tail end of the pandemic, with the remaining restrictions lifted for our sector, we found ourselves in a harsher external climate than ever before with both central and local government facing financial challenges that have a direct impact on the sector. This is particularly evident in our ongoing struggle to ensure that our workforce is fairly paid for the work that they do. We continue to campaign alongside our lobbying organisation CCPS for fair pay for all our workforce.

However despite the external challenges and their impact Cornerstone has emerged stronger and more resilient than ever before and I want to take the opportunity to highlight some of our great achievements over the last year. We continue to make good progress with implementing our, aptly named, strategy 'Future-proofing Cornerstone'. Alongside our trade union partners UNISON we negotiated and agreed a much welcomed pay increase for all our colleagues, the first that they had received for 3 years. We have also successfully started rebuilding our financial reserves, vital to ensure the ongoing stability and sustainability of the organisation. In terms of our strategic aim of being an expert provider we have employed a Positive Behaviour Support Lead as well as a Speech and Language Therapist, on top of that our Training Academy delivered over 27000 hours of learning. With our aim of being the best employer in social care in mind we were really delighted to launch our Menopause Awareness Project which was incredibly well received across the organisation, particularly pertinent as 78% of our colleagues are women with 45% of them falling within the age group who could be effected by the menopause.



Our fundraising team remain as important as ever and you can read about some of their achievements on pages 32–35. More than ever as our local authority funders have their resources squeezed we need additional funds to ensure we really can add to the quality of the lives of the people we support.

Our colleagues across Scotland continue to provide high quality care and support and this is demonstrated through our continued high grades from the Care Inspectorate and through our own customer satisfaction surveys, where 99% of respondents said our colleagues were either good or excellent in how caring they were. This not only reflects on our front line colleagues providing that vital care and support but also to their managers and whole host of teams behind the scenes that ensure that they receive all the support and resources they need to fulfil their roles to the best of their abilities, whether that be having the right training, the policies and procedures they need to guide their work, the support for their wellbeing, that their IT works, even ensuring they get paid correctly and on time. Everybody at Cornerstone has the one shared aim and that is to enable the people we support to live their very best lives and I'm proud to be part of this team.

Hazel Brown, CEO



# What we do

Cornerstone is a leading, national social care charity providing expert, high quality care and support to adults, children and young people with a variety of needs, including learning disabilities, autism and complex care needs.

By adopting a person-centred approach, we work closely with individuals, families and guardians to agree what type of support will help people to live the best life possible. This could be anything from providing specialist accommodation on a full-time basis to meet the needs of people with more complex conditions, to just a few hours of support a week to help an individual build confidence and make friends.

We identify goals and measure outcomes based on four key areas:

- **Increased social inclusion**
- **Improved health**
- **Improved independence**
- **Improved wellbeing**

Cornerstone supports individuals of all ages and our services include, but are not limited to:

- **Children's Play Schemes**
- **Community Support**
- **Day Opportunities**
- **Housing Support**
- **Care at Home**
- **Residential Care Homes**
- **Self-Directed Support**
- **Shared Lives**
- **Short Breaks & Respite**
- **Specialist Residential Services for Complex Needs**
- **Supported Living**
- **Young Carers**
- **Technology Enabled Care and Support**

Our operating model comprises Support Practitioners, Lead Practitioners, Service Leads and Branch Leaders, all supported by central Business Support and Branch Administration teams. The model provides a clear framework of responsibilities, resources and support around each team and their roles. We embrace an empowering and mentoring culture that promotes best practice and offers clear career pathways and professional development opportunities, in line with a skills matrix.

We have over 40 years experience of delivering great care and support across Scotland and it is our vision to be the first choice for expert care and support for people with learning disabilities, autism and complex care needs in Scotland.

# Our current strategy

## 2021–2025

## Future-Proofing Cornerstone

We are currently working to our 'Future-proofing Cornerstone' 2021–25 strategy which has three key strategic aims:

1

To be an expert provider of services to people with learning disabilities, autism and complex care needs

We intend to position ourselves as the 'go to' provider for people with learning disabilities, autism and complex care needs. Be that providing direct care and support in specialist services or providing learning and development for other organisations

2

To be the best employer in social care in Scotland

We want those who are considering working in social care to want to join Cornerstone because it is a modern, vibrant organisation which offers real opportunities for development within an empowering non-traditional culture and structure.

3

To achieve stability and sustainability which supports future developments

We need a solid financial base and strategy to allow us to build reserves and have a healthy cash flow if we are to be able to offer competitive terms and conditions, and have sufficient fluidity to pursue our business development strategy.

# Our Values

Our values put the people we support at the heart of everything we do and guide how we go about our work. Cornerstone's values are:



**Caring**



**Person-centred**



**Professional**



**Pioneering**



# Programmes of work

Our strategic aims are supported by a number of programmes of work which have the people we support and their families firmly at the heart.



# Achievements and performance

Future-proofing Cornerstone is a four year strategy that focusses on what we do best; making sure the people we support are able to live the best life possible. Much progress has been made during 2022/23, some highlights are given below;



Working in partnership with our recognised union UNISON and through the successful implementation of our financial recovery plan we were able to deliver the first all-staff pay increase since 2019, agreeing a 2-year pay deal for 2022/23 and 2023/24.

We re-established our national STAR Awards recognising and celebrating the outstanding work of colleagues across the organisation, as well as the amazing achievements of the people we support and our fundraising supporters. The Awards attracted over 100 nominations across five categories and a number of long service awards were also presented at the sparkling awards ceremony in The Chester Hotel, Aberdeen.



A focus on improving colleague wellbeing has included the launch and ongoing development of our menopause awareness project, and a renewed approach to wellbeing and attendance management, resulting in a significant decrease in sickness absence.

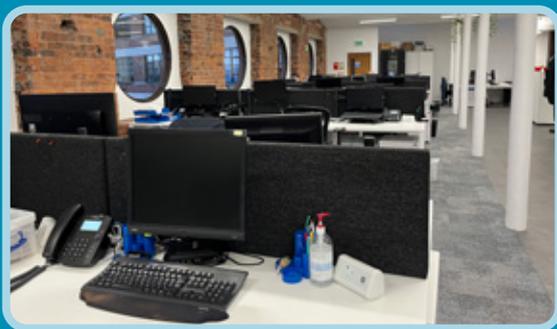
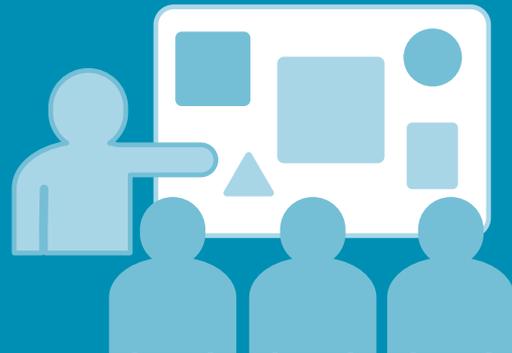
Our strategy to improve colleague retention saw the launch of a refreshed exit interview process, welcome surveys for new joiners, and the pilot of stay interviews, to gather rich, actionable insights on why colleagues leave, and what makes them stay.





As part of our 'expert provider' strategic aim we committed to adopting a Positive Behaviour Support (PBS) model to underpin all our care delivery. To this end, we appointed a PBS Lead in August 2022. PBS strategy, policy and guidance documents have been produced and, in collaboration with a Speech and Language Therapist, a suite of resources created to further improve our care and support planning, colleague training, and 'how to' guides. A successful application to the Flexible Workforce Development Fund has allowed five colleagues to qualify as PBS Coaches with BILD and further training to be rolled out. Our team of PBS champions meet via a monthly forum.

On top of delivering over 27,000 hours of learning, and delivering 143 qualifications to colleagues, we have upskilled our in-house Trainers to deliver new courses in Makaton, Conflict Management and Breakaway, and Positive Behaviour Support coaching.



We launched a new Digital and IT strategic plan focussed on development and continuous improvement of a stable, secure and future-proofed digital infrastructure over the next 3 years.

In October 2022 we were successful in our bid to support seven people with learning disabilities and autism in Dundee. This is a new development and the building is in progress.



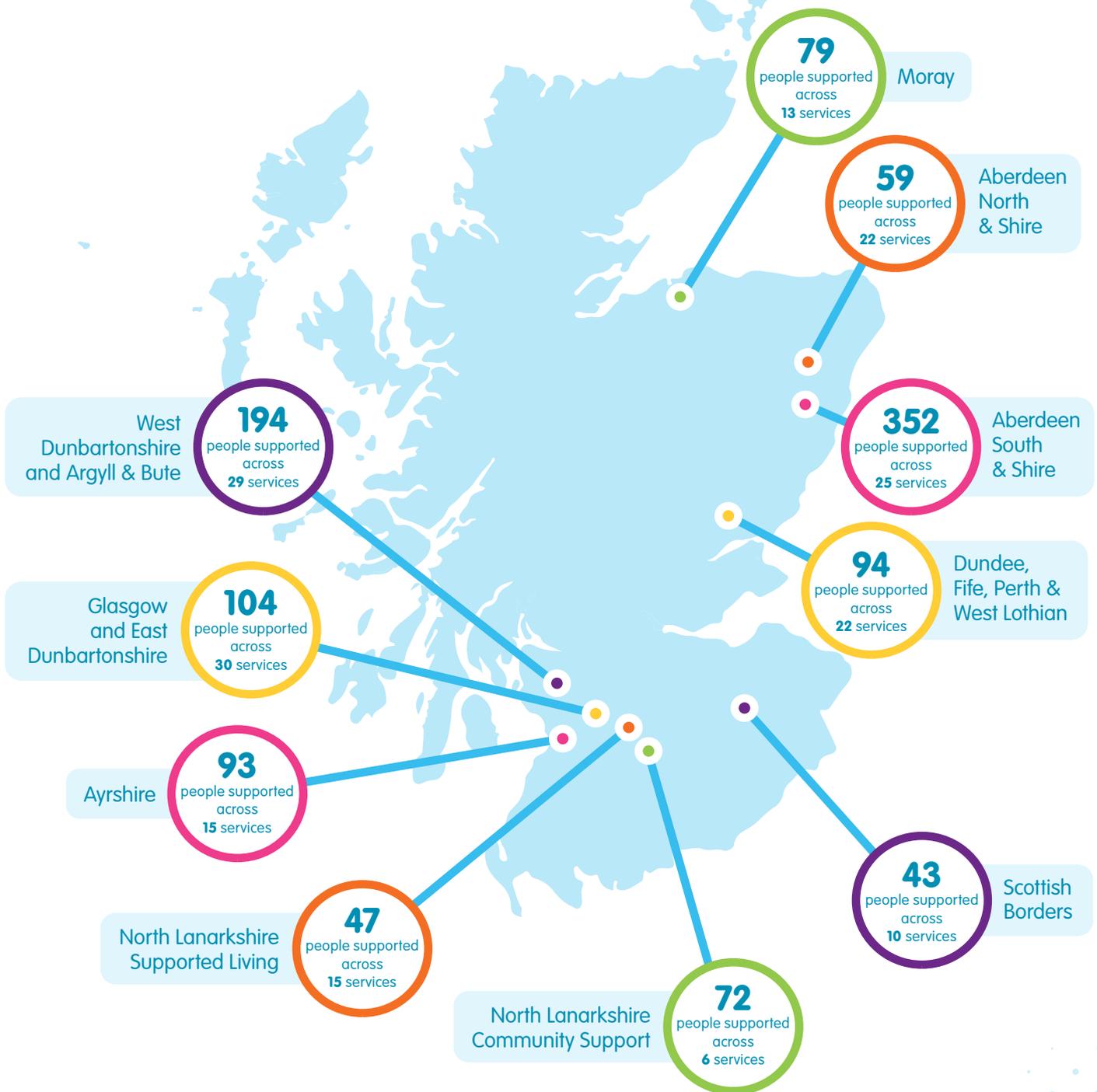
During 2022/23, 136 customer satisfaction surveys were completed. The responses show a consistent high level of customer satisfaction and all five rated questions show increased positive trends from last year which is very encouraging.

We continue to campaign directly and alongside the Coalition of Care and Support Providers in Scotland (CCPS) and our trade union colleagues, to ensure the Scottish Government remains committed to its Fair Work agenda and addressing recruitment, retention and rate of pay challenges still prevalent within the sector.



# At a glance

During 2022/23 we supported **1,137** people throughout Scotland...



...across 66 registrations with the Care Inspectorate covering a variety of different services.



As a professional organisation we audit and review our quality and performance regularly. Over the course of the year we welcomed 25 Care Inspectorate inspections.

We received 47 grades as follows:

Key question	Numbers of grades	2	3	4	5
How well do we support people’s wellbeing?	19	3	3	6	7
How good is our leadership?	19	3	3	7	6
How good is our staff team?	3	0	2	0	1
How good is our setting?	3	0	2	1	0
How well is our care and support planned?	3	0	2	1	0
<b>Totals</b>	<b>47</b>	<b>6</b>	<b>12</b>	<b>15</b>	<b>14</b>

62%

of our inspections achieved a grade 4 or above.

30%

of our inspections achieved a grade 5.

Our target is a Grade 4 or above, with a Grade 4 being “good” and a Grade 5 being “very good”.



**Our New Deer service in Turrif, North Aberdeen and Shire was one of the services to be awarded grade 5’s following an unannounced Care Inspectorate visit in September 2022.**

New Deer is a housing support and care at home service that supports people with learning disabilities, autism and complex care needs to live in their own homes.

The unannounced inspection evaluated two key aspects of the service;

- How well does the service support people’s wellbeing?
- How good is our leadership?

Both aspects were awarded a grade 5—Very Good.

The Care Inspectorate noted that; “We observed staff interacting with people in a warm and friendly manner and it was clear that they knew the people they were supporting well. Staff spoke with such respect and enthusiasm. This meant that people felt safe and secure because they experienced consistent and caring relationships.”

“People’s choices and preferences shaped their support. Where people were unable to make decisions by themselves, the service was very effective in involving families/representatives. This resulted in people feeling valued, respected, and listened to.”

The Care Inspectorate also commented positively on the service’s leadership.

“The service benefitted from an onsite leadership team. This meant that they were very accessible to people, staff, families, and visiting professionals. People told us that this had supported any day-to-day issues that had arisen to be resolved quickly and effectively.”

# Our People

**1004** part-time colleagues  
**468** full-time colleagues  
**437** relief colleagues

Part-time and relief colleagues combined, made up 75% of the workforce\*.

\*As at 31 March 2023



**25.1%**

Employee Turnover (target of 22.5%).



**14.39 days**

Average days lost due to sickness (target was 10 days).

Much has been done to try and reduce this absence rate, including the development of a Wellbeing and Attendance Management Process, devised by the HR team. This process is aimed at supportive intervention to tackle workplace-related absences and remove barriers to attendance. This includes addressing both practical barriers and making reasonable adjustments e.g. shift/rota changes, reassignments, staff moves,

changes in hours etc; relational barriers e.g. addressing conflict within teams; and skill barriers e.g. providing training, support and guidance. Training sessions were provided to line managers to upskill them in the successful and person-centred management of attendance.

Cornerstone continues to endeavour to be a good and fair employer and the wellbeing of our colleagues is an absolute priority. Just some of our colleague benefits during 2022/23 include:



£500 towards driving lessons



24/7 access to employee assistance programme



Non-contributory group life insurance



Workplace pension



Long service awards



Significant gym membership discounts



Double pay for festive bank holidays



£100 refer a colleague scheme



Free occupational health



Great shopping discounts

We continue to invest heavily in learning and development opportunities for our colleagues. During the year 2022/23 our colleagues completed:

**27,331**  
learning hours completed.

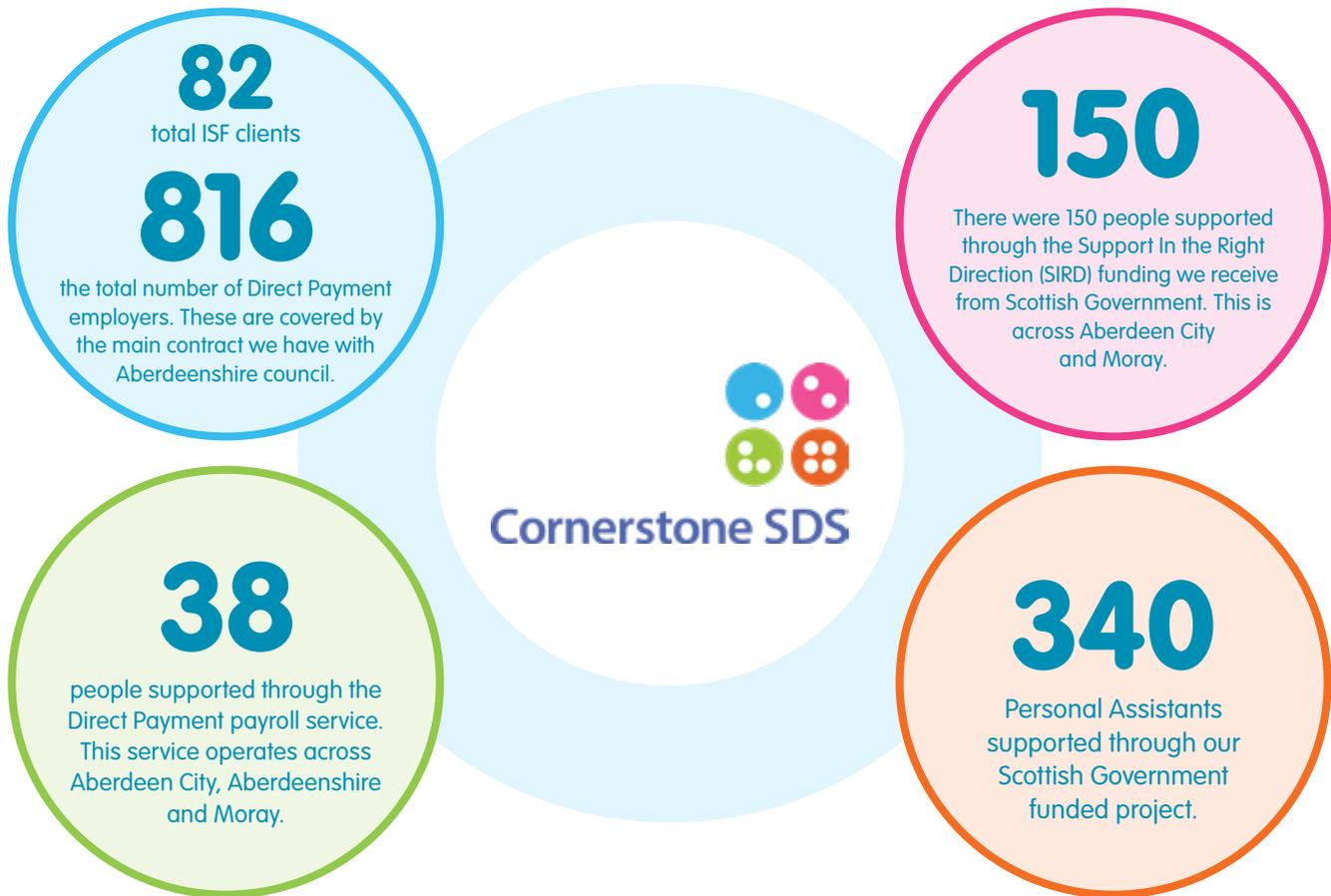
**11,107**  
e-learning courses completed.

**2480**  
classroom and virtual based courses completed.

**143**  
qualifications delivered to Cornerstone colleagues by our qualifications centre.

**44%**  
of our SSSC registrable staff were fully qualified as of 31st March 2023.

# Cornerstone SDS



Cornerstone SDS is an advice, information and support service operating in the Northeast of Scotland. They support individuals with Self-Directed Support.

They operate an information and support service for anyone in Aberdeenshire accessing SDS through Social work. This can be from initial contact visits explaining the options available to them to supporting them to employ their own care staff. They operate an ISF service in Aberdeenshire. This supports individuals who wish to control their package and outcomes without taking on the financial management of the package. This can be done by not using council arranged care or becoming an employer. They have Support In the Right Direction (SIRD) funding from Scottish government to provide support to clients in Aberdeen City to manage their option 1 budgets as well as to provide independent, impartial information on the option to those in Moray. They have funding directly from the Scottish Government Personal Assistant (PA) programme board which allows them to provide support directly to PA's who are working in Aberdeenshire, Aberdeen City, Moray and Angus.

Self-Directed Support became the way social care was delivered in Scotland following the ascension of the Social Care (Self-Directed Support) (Scotland) Act 2013. This allowed all those in receipt of social care to have options as to how their care and support was delivered. It allowed the individual, or their representative to have more flexibility, choice and control over how their support was being provided. There are four options to choose from:

- Direct Payments where individuals receive money to arrange their own support.
- Individual service funds, where the local authority or Health and Social care Partnership holds the budget and arranges the care/support.
- Arranged services, where the local authority or Health and Social Care Partnership arranges and manages the support.
- A mix of the above options to meet the individual's needs.





# Strategy update

During 2022/23 we had the welcome opportunity to host an evening reception at The Scottish Parliament, kindly sponsored by Jackie Baillie, MSP.

During the course of the evening we took time to update guests from across the sector on our 2021–25 strategy, 'Future-proofing Cornerstone' and also to share learning from our previous strategy. We also welcomed guest speaker, Rachel Cackett, Chief Executive of the Coalition of Care and Support Providers (CCPS) on the night who spoke passionately about the challenges currently facing the Scottish social care sector. The session concluded with an engaging Q&A session, with the panel taking questions on a variety of topics including training, carer and staff engagement, learning and development, culture and pay.

"Well done all. An honest but very positive and inspiring meeting. It's been a challenge but the new Cornerstone team are well equipped to deal with everything. Thank you for all your hard work in ensuring the best care for our loved ones" **Caroline McNicoll, family member.**

"It was an excellent event, being both informative and refreshing, it strongly reflected Cornerstone's values and integrity."  
**John Legg from advice.scot.**

"It was an excellent event, well run and enjoyable to be present at. The speeches were excellent, providing the right amount of information to paint a clear picture. Lessons learned was a key focus and the transparency of all that brought Cornerstone to its current position was clearly understood."

**Helen Stuart, Board member.**

You can read the current 2021–25 strategy, 'Future-proofing Cornerstone' at [www.cornerstone.org.uk/strategic-plan-2021-25](http://www.cornerstone.org.uk/strategic-plan-2021-25)

# Strategic aim 1

## Expert provider

Speech and Language Therapist Louise Carson completed a very successful secondment with Cornerstone, from NHS Lanarkshire.



The goals of her secondment were;

- To create a suite of resources to develop knowledge on communication
- To raise general public awareness of differences in communication
- To develop knowledge of accessible documentation and produce accessible information
- To develop use of Boardmaker
- To enhance meaningful communication and engagement with the people we support
- To offer individual support on request
- To develop an accessible, Supported Communication Strategy

In addition, Louise developed e-learning modules on autism, learning disabilities and supporting communication; applied for and received funding for a Makaton tutor to provide Makaton training to colleagues; and created a Teams channel that facilitated easy and effective ways to share resources. The channel helped to signpost websites, videos and links to other third sector support, assisting colleagues in finding new ways to help the people we support.

Louise said, “The year-long secondment has been full of new learning opportunities. Not only was I able to share my existing knowledge, skills and experience with Cornerstone but the secondment has helped me develop as a speech and language therapist, a professional, a colleague and a person. A lot has been achieved in a year and this was only possible due to the support of NHS management, the Cornerstone Leadership team and all Cornerstone team members who made me feel welcome and supported throughout the secondment.”

Jayne Findlay, Director of Business Development shared, “When we applied for grant funding to further one of our strategic aims—to become an expert provider of services to people with learning disabilities, autism and complex care needs—I was keen to portion some of that fund into bringing in a Speech and Language Therapist. Never could I have imagined the impact that one person would have across so many areas of our organisation! Louise has created resources and training beneficial not only to our service delivery but teams across the organisation. Cornerstone will continue to benefit from this secondment long into the future.”

**Ensuring our teams are suitably trained and qualified to deliver expert care to people with learning disabilities, autism and complex care needs is a top priority for Cornerstone.**

A successful application to the Flexible Workforce Development Fund allowed a number of colleagues to qualify as Positive Behaviour Support (PBS) Coaches with the British Institute for Learning Disabilities (BILD) and for further training to be rolled out.

PBS is recognised as a best practice approach and has been identified as the model we want to adopt to underpin our care delivery. It is a values-led and evidence-based approach that aims to improve the quality of a person’s life by developing a deep understanding of any behaviours that challenge. It uses holistic assessment and person-centred support planning to enhance quality of life outcomes for both the person being supported and their support team. The PBS approach is central to our

organisational values of being caring, person-centred, professional and pioneering. As a result, we are developing an organisational-wide PBS strategy that will equip colleagues with the skills and tools to provide the right support at the right time in the right way, helping the people we support to fulfil their potential and live the best life possible.

The Flexible Workforce Development funding also enabled the delivery of Makaton training, which has helped colleagues to better gather the views, opinions and preferences of the people we support who use Makaton to communicate, and shape their person-centred care accordingly.





## Knowing that our support teams have the knowledge, skills and expertise to deliver high-quality, person-centred care is vitally important to the people we support and their families.

People like Elaine, who has been supported in Dundee's Blackwood Court service for twelve years. Previously, Elaine had been cared for by her parents, Christine and Alex.

Whilst moving Elaine from home to a 24/7 caring facility was a difficult decision, Christine and Alex feel it's made a really positive difference to Elaine's life. Christine described her feelings during the process. "It was a hugely difficult thing to allow somebody else to take over the care of our daughter, but we are so happy with what's going on at Cornerstone and the support is amazing, you just have to go into the house to see that."

Since Elaine moved to Blackwood Court Christine and Alex have found more time to spend with Elaine doing fun activities. Alex said, "we don't have to deal with the day-to-day things. We can plan more activities together because we've got more time. We can give more time to her."

Although Elaine no longer lives with Christine and Alex, they look forward to Sundays with Elaine when she comes to their house for lunch. They often have Elaine's brother and sister, Mark and Kirsty, and other family members join them.

Additionally, Alex and Christine are in contact with Elaine daily through conversations on the phone or photo and video messages sent through Elaine's support staff. Christine explains, "they'll always pass on anything that's going on for Elaine, regardless of what it is. That's a hugely important thing to us."

Elaine is well supported in Blackwood Court where she stays with one other resident, Gemma. Often support staff, with Elaine/Christine and Alex's consent, will share pictures of the amazing things Elaine gets up to on the Cornerstone Dundee, Perth and West Lothian Facebook page.

Alex and Christine explained the wide range of activities the staff would find for Elaine and Gemma to do before COVID. Support staff would take them shopping, on day trips to Glencoe, swimming and even more daring activities like abseiling. Elaine was even supported to ride in a pony cart along Broughty Ferry Beach with Pony Access, a service that specialises in providing horse rides to wheelchair users.

Elaine also goes to concerts with staff and recently she has gone to a 90s concert, as she is a huge music lover. "Staff try to give Elaine so many opportunities and we and Elaine really appreciate that."

Christine described what it's like for her and Alex to see these updates. "Getting these updates from staff is just a bonus as well. We have a whole family group chat that every so often we'll ping these posts to so they can all see what Elaine gets up to as well."

"As I say we can't thank the team enough, you know, because they do go out of their way in caring for Elaine and making sure she's got such a full life."

During the reporting period our Training Academy's Qualifications Centre continued to receive high confidence ratings from the Scottish Qualification Authority (SQA) verification team across all the awards that we deliver:

- Care Services Leadership and Management, SCQF level 10
- Management Awards, SCQF level 7, 9
- Business and Administration SCQF level 5, 6
- Care Awards SCQF levels 6, 7, 9
- PDA in Supervision SCQF level 7
- Core Skills SCQF level 5

SQA External Verifiers commented: "There is a well-established team in place. Candidates are very well supported by their assessor. The candidate I telephoned spoke very highly of the support she received from her assessor. Excellent Induction which ensured strong foundations to start their Award. Particularly good Assessment Planning resulting in good variety of candidate evidence"

The centre has supported 143 colleagues during 2022/23 to achieve their qualifications.

In May 2022, Service Lead, Megan Leven was the first Cornerstone colleague to complete the Care Services Leadership and Management (CSLM) SVQ at SCQF 10, after Cornerstone were approved to deliver the qualification during 2021. This work-based qualification is designed to equip managers with a range of knowledge and skills to support best leadership and management practice in the care sector.

Megan said: "I really enjoyed doing my CSLM, I learned pieces of legislation for my role that have helped me manage the service to a high standard. I gained more knowledge in which applied to the care inspectorate, health and safety and using SSSC codes in my everyday practice."

Fiona, Megan's assessor also enjoyed delivering her first CSLM qualification. "I enjoy encouraging service leads to do research about reports; theories; management models etc. This helps to boost their confidence by broadening their own knowledge about current best practice and issues in the care sector."

Furthermore, eight Lead Practitioners completed the Professional Development Award in Health and Social Care Supervision at SCQF 7. Lead Practitioner Stewart Hutchison said "I found the PDA aspect very user friendly. The PDA was one essay, three study sessions, a bit of work on my own, and a final piece of work."

Assessor Fiona Maclean explained, "delivering the PDA has highlighted the importance of effective 1:1s and annual appraisals to support colleagues with their performance and professional development. This is central to ensuring we provide safe, person-centred care for the people we support."

## Expert training

The Academy's trainers have been supporting and upskilling our colleagues on a range of mandatory, and specialist training; being flexible and adaptable as the organisation requires.

Training has been built around the needs of the participants. By enquiring about their particular service, trainers have delivered sessions that are person-centred and tailored to the service and the needs of the people they support.

For example, after attending Moving and Assisting training, our colleagues have been empowered to update existing risk assessments and challenge health care professionals.

"Learnt a lot of things that I thought I already knew, but in reality I never. This will help me feel more confident in my role".

"Trainer was excellent and explained everything to an excellent standard. He had all the materials to show us exactly what to do".

"At the beginning of the course I didn't have much confidence but as the course went on I grew in confidence. Our trainer was very helpful and she talked us through everything with clear explanations".



# Strategic aim 2

## Best employer

In August 2022 we were delighted to learn that we had been successful in our £118,400 grant application to the Workplace Equality Fund, allowing us to progress with a two year Menopause Awareness Project (MAP) in partnership with our project partners The People Portfolio.

With over 78% of our workforce being female, and 45% being between the ages of 35–55, it is vitally important that we better understand the impact of perimenopause, menopause, and postmenopause and identify ways in which we, as an organisation, can better support those experiencing symptoms.

The aims of the Menopause Awareness Project (MAP) are to:

- Enable everyone to feel comfortable talking about menopause, never feeling that the subject is taboo or off limits
- Help colleagues experiencing symptoms that are affecting them, especially in the workplace, so they can continue to be successful in their roles and responsibilities, directing them to sources of information and support
- Ensure that managers and colleagues recognise their responsibility in supporting menopause in the workplace

Over a two-year period, the project will set out to research and address the barriers to employment within the social care sector that women experiencing symptoms of perimenopause, menopause and postmenopause can face. The project will also explore and implement ways to better support and retain colleagues who experience menopausal symptoms. By increasing understanding of all colleagues, leaders and recruitment teams, this project aims to help address unconscious bias and improve the employment experience of women—whether currently employed or looking to return to employment.

To date, the project has successfully delivered:

- A menopause survey—colleagues were invited to complete our in-house survey, helping us to learn about their lived experience and what support they are looking for.
- Online resources—a bank of materials on a range of menopause topics including; science and symptoms, nutrition, movement, sleep and stress and self-regulation. The information comes in a variety of formats from reading materials to podcasts, suiting every learning style.
- Menopause lending library—a variety of books on a range of menopause topics are now available at a number of Cornerstone hubs and offices.

- Line Manager Menopause Awareness Training—all managers must attend this mandatory workshop, helping prepare them to support their colleagues and be able to signpost to resources and other avenues for support.
- Menopause Support Policy—the entire project is underpinned by our new policy, which sets out the guidelines for managers and colleagues to provide the right support to help manage menopausal symptoms at work.
- A meeting with Maree Todd MSP (the then Minister for Public Health, Women’s Health and Sport) at the Scottish Parliament, to share progress on the menopause project and to discuss future shared learning opportunities.

As a mark of our commitment to ensuring Cornerstone becomes a menopause friendly and supportive employer, we have also registered for ‘The Menopause Friendly Accreditation.’ This is a mark of excellence and recognises the highest standard of achievement. It supports, recognises, and celebrates organisations who make this commitment.

Hazel Brown, Chief Executive of Cornerstone, said: “Through our Menopause Awareness Project we look to raise awareness, remove barriers, increase support and training, and ensure that we have the appropriate, menopause-friendly, workplace and recruitment measures in place to encourage more women to join Cornerstone or indeed to allow them to be able to remain at, or return to, work.”

Supported by:



THE PEOPLE PORTFOLIO









Our Fair Work Partnership Forum helps us to work towards our ambition of being the best employer in social care in Scotland. It is the new designated, representative and central forum within the organisation where colleagues work together to effect change and improvements.

## Supporting professional development and career pathways

As part of being the best employer in social care in Scotland, we look to support colleagues with the development of their career by offering bespoke training and qualification opportunities; opportunities like a Modern Apprenticeship for instance.

Alison Strachan is just one of our colleagues who is working towards her MA. Alison is a support worker from our North Aberdeen and Shire branch who supports five people in a care home setting.

Previously Alison had worked in hospitality but had always wanted to work in social care, having background experience helping to support a family member with dementia.

She had been working in social care with Cornerstone for five years before she started her Modern Apprenticeship late last year. Prior social care experience is not required for the Modern Apprenticeship but Alison found the Modern Apprenticeship helped build on the knowledge she already had.

It is guided by the nationally-recognised Fair Work Convention's Framework and five key dimensions: effective voice, opportunity, security, fulfilment and respect.

The forum works in collaboration with UNISON and look to improve the working lives of Cornerstone colleagues through applying fair work principles that are designed to drive success for everyone. A spirit of co-ordinated, timely and transparent collaboration is encouraged, supported by clear lines of responsibility and communication channels.

During 2022/23, the Forum:

- Gave input into the revised wellbeing and attendance management approach
- Contributed to the development of the approach for improving colleague retention
- Supported the development of pay principles and the new Reward Policy
- Carried out an assessment of Cornerstone against the Fair Work dimensions using the online employer tool and agreed priority areas of work for the next year



Alison explained, "The subjects that crop up are really practically relevant to work, things like risk assessment, administering medicine and moving and handling. Some of it is common sense but I've also been learning the legislation behind it, why we do certain things, and the right ways to go about different situations."

Due to working full time and a busy schedule, being able to go at her own pace is something that was hugely important to Alison. "Currently I'm a little behind but the Modern Apprenticeship is flexible and my assessor, Catherine, is confident I will catch up after I complete the next batch of assessments."

"You're not only earning something at the end of the Modern Apprenticeship, you are gaining more knowledge and skills that help you improve at your job."

Alison is supported through the Modern Apprenticeship by her assessor, Catherine, which is a support she finds incredibly helpful. "If I have any problems I know Catherine is there to help out. It's great having that back up."

As well as having an assessor, Alison is also supported through "study days" which is a day dedicated to Modern Apprenticeship coursework. Before COVID, this took place in a classroom, but is currently online. "The study days really get you in the zone. You can work at home, get your assessments done and have a chat with your assessor. It really helps me focus."

"The MA really helps expand your knowledge and gives you a more in depth insight into care."

# Strategic aim 3

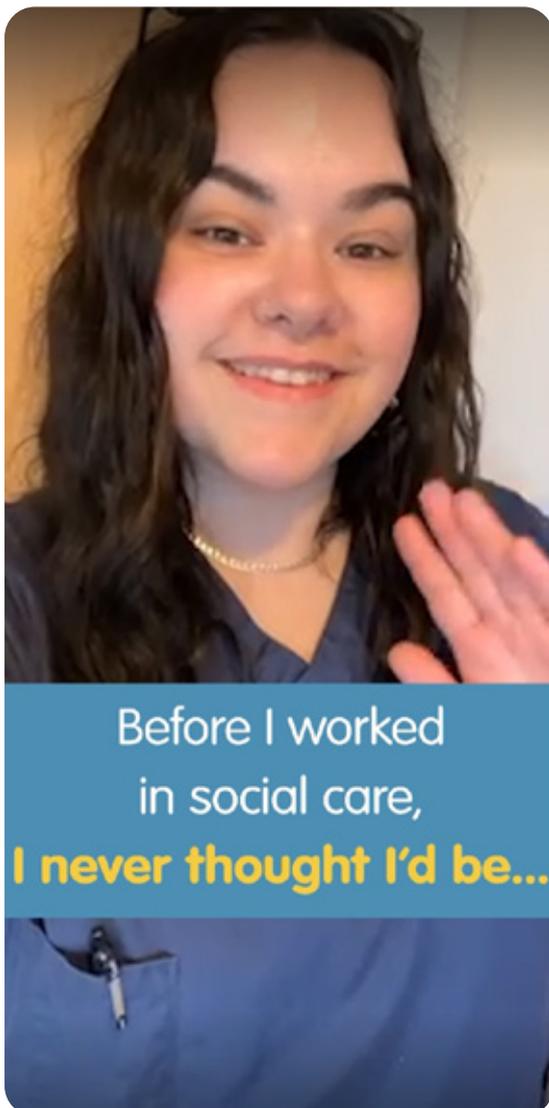
## Stable and sustainable

We continue to campaign directly and alongside the Coalition of Care and Support Providers in Scotland (CCPS) and our trade union colleagues, to ensure the Scottish Government remains committed to its Fair Work agenda and addressing recruitment, retention and rate of pay challenges that were still prevalent within the sector during 2022/23.

Working in partnership with our recognised union UNISON and through the successful implementation of our financial recovery plan we were able to deliver the first all-staff pay increase since 2019, agreeing a 2-year pay deal for 2022/23 and 2023/24.

**CCPS**  
COALITION OF CARE  
AND SUPPORT PROVIDERS  
IN SCOTLAND

**UNISON**  
*the public service union*



At the start of the year we also launched a recruitment campaign on our social media channels, aimed at dispelling myths and spotlighting all the fun and sometimes unexpected(!) activities our support practitioners enjoy when working with the people we support.

Using the strapline "Before I worked in social care, I never thought I'd be..." the 30 second campaign videos showed Cornerstone colleagues and the people we support across the country involved in a range of activities together. This included colleagues being 'biking buddies', 'nail technicians', 'party planners' and 'darts coaches', to name but a few!

The videos were live on Facebook, Instagram, and (for the first time ever) TikTok, over a six week period and were very well received.

We also supported The Coalition of Care and Support Providers in Scotland's first ever Social Care Careers Week. In partnership with the Scottish Government and SSSC the week saw a series of national, school-based events aimed at raising young people's awareness of the sector and encourage interest in social care careers.

Some of our Lead Practitioners took part in short online sessions to share their experiences of working in social care. This video went out live to schools across the country and proved to be a great opportunity to propose social care as a positive career option—a career where you can really make a difference.

Graeme shared what a typical day might look like supporting a gentleman in his service. "We promote him to be independent, we maybe prompt him or remind him of something, but he'll do his own ironing and make his own meals with a bit of support. Today he has probably gone out for lunch and a game of pool. Then at night he likes to chill, he loves dominoes and would play all night if he could!"

Building a strong, positive relationship with the people we support is vital in the role. Erin shared; "It was about building trust with ladies I supported and their families who I'm in regular contact with. It was important the families knew me to know they could trust me with their daughters. I have got a second family now because of how well we've built that relationship."



For Graeme and Erin the best part of their jobs is working with the people we support. Graeme shared; "My favourite part is knowing the person I'm supporting is happy. Because if I wasn't there, he might not be able to be as active as he wants to be. Seeing him happy because he's had a great day out makes me happy."

As a person-centred employer, Cornerstone aims to recruit people who align with the organisation's values. Erin explained; "At Cornerstone we look at a person's values over qualifications. If you have the right mindset to work in a caring role, we are more than happy to discuss recruitment opportunities with you."

To enhance our overall employee experience and identify opportunities to improve retention and engagement of colleagues, the HR team developed a new Exit and Stay Interview process.

A new, more in depth exit interview template was implemented, with HR colleagues conducting exit interviews via MS Teams.

The exit interview data is analysed quarterly and helps the organisation inform future strategies. The new 'stay interview' process helps Cornerstone to better understand why employees stay. The stay interviews are conducted regularly with a cross-section of employees.



# Fundraising

Over the past year, with thanks to our amazing funders, corporate partners and loyal supporters an incredible £637,459 was raised for Cornerstone and every pound raised is disbursed to our local services and projects across Scotland. We are very proud of our small fundraising team who focussed on low cost, high-impact fundraising strategies to progress with achieving our organisational strategic aims.

## In memory

Cornerstone received over £4,000 in memory of people that we have supported. These donations are a real testament to the care and compassion offered by our support teams and are a really meaningful way to honour the life of a loved one.

Mark Eddie was one such generous donor who kicked off an ambitious fundraising challenge in memory of his brother Shaun who was supported by our Craigewan service in Peterhead. Marc will be fundraising over the next couple of years taking on the Three Peaks Challenge, the Edinburgh Marathon and the London Marathon!



## Corporate partners

Our corporate partners have continued to be extremely generous raising over £25,000. Our Charity of the Year partner John Clark Motor Group raised an impressive £12k during 2022/23 from a Golf Day and other activities including the Banchory Beast Challenge.



We were also delighted to offer event management support to GlenWyvis Distillery's whisky launch, charmingly called 'A mid-summer night's Dram' which celebrated community spirit and all proceeds, totalling nearly £9,000, were donated to Cornerstone.

Our Annual Cornerstone Dinner Dance continues to thrive thanks to the incredible generosity from CNR International sponsoring this event and our Star Awards once again. The Dinner Dance provides supported people from the local community with the chance to enjoy an accessible festive event, meet friends and enjoy great food and of course, lots of dancing!

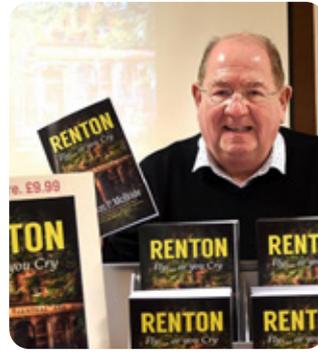


## Individual giving and community fundraising

Our new Weekly Lottery continues to grow alongside those who make a regular or payroll donation to Cornerstone, as do our digital fundraising efforts and one-off donations.

Our local care and support services across the country have also supported a range of fundraising activities and Cornerstone continued to enjoy wider community support with schools, churches and community groups all raising money for us. Well done to all our 2022/23 challenge event participants including Kiltwalkers like Scott from North Lanarkshire, Edinburgh Half Marathon runner Lisa Johnstone and the tenacious Team Millig for all their hard work across a variety of fundraising events including the challenging Helensburgh 10k!

A special mention goes to author, Tom McBride in our West Dunbartonshire and Argyll and Bute branch who kindly donated proceeds from sales of his book about growing up in Renton called 'Fly...or you Cry'!



## Improving quality of life

In 2022/23 the Quality of Life Programme which supports applications from people we support for all sorts of activities, equipment, holidays and housing improvements disbursed almost £14,000. People like Jordan...

### Taste-testing for Jordan!

Our Quality of Life Programme supported a young person to try new food and some tasty drinks over a 12 week period, helping him to achieve his goal of improving his health and wellbeing.

Jordan had an extremely limited diet, but because of the additional financial help offered through the Quality of Life Programme, his parents and support team were able to introduce a wider variety of new foods and support him in achieving this goal. Over the 12 weeks, Jordan tried a wide range of new foods, such as hash browns, rich tea biscuits, plain cooked pasta, strawberries, Ambrosia custard and fish fingers, to name a few. These were met with varying degrees of success, especially at the start of the project when Jordan explored, touched, and then even tried some of the foods.



### Party Planning at Bessie Dunlop Court

The Quality of Life Programme also exists to help the people we support fulfil the amazing ideas they come up with and to improve their confidence and skills. Bobby, who lives at Bessie Dunlop Court in Ayrshire wanted to organise a Christmas Party at local community hall where Santa would make an appearance and give them all a small Christmas gift.

The party was a great success and Bobby learned new skills in organising events. He enjoyed working alongside his support team and identified a new goal from this experience—to organise another event!

## Grants, Trusts & Foundations

During 2022/23, Cornerstone raised over £550,000 from a wide variety of grant funders, charitable trusts, and foundations.



In particular we would like to thank the Workplace Equality Fund for their support of our Menopause Awareness Project (MAP)—you can find out lots more on page 26.

We would also like to thank Shared Care Scotland's Short Breaks Fund as well as BBC Children in Need for their support of our children and young people services, 'CLASP' and 'Jigsaw', during 2022/23. Both funds allow Cornerstone to provide greater opportunities for children, as well as respite to their families.



Cornerstone would also like to thank CNOOC International for their support with our Green Spaces Project which will make lasting improvements to the gardens of people we support across Aberdeen City and Aberdeenshire and also for the provision of some very popular sensory equipment at our Sunnybank service.

The Communities Mental Health and Wellbeing Fund kindly supported activities within Scottish Borders, North Lanarkshire, and North Ayrshire branches; activities that brought people together to learn, make friends, and participate in hobbies and interests they enjoy.



We couldn't do our vital work without your support. Thank you.

### Fun and friendship

Cornerstone's Children and Family Support Service, CLASP, was awarded nearly £23,000 from Shared Care Scotland's Short Breaks Fund which is resourced by the Scottish Government. This funding was used to provide regular activities for the children and young people in and around Dunoon within Argyll & Bute including a Youth Club, where children and young people can meet up to play games and make friends on a regular basis.

This funding also gave children and young people the opportunity to take part in sports such as football, hockey, and basketball, through our Zone Club. Run in partnership with Active Schools, Zone Club promotes inclusion, physical activity, and teamwork.

CLASP also operates a quarterly Parent Forum which offers support and advice to the parents/carers of the children and young people we support. This year, we also look forward to adding a couple of day trips to the busy schedule of activities.

Branch Leader, Jesamine Griffin, said, 'It has been our pleasure to provide these activities in partnership with Shared Care Scotland's Short Breaks Fund. We are so proud of what our CLASP team has managed to achieve over the past few years and the positive impact they have had on the children and young people they support.'





## A right royal celebration

In June 2022 some of the people we support in the Scottish Borders took time to celebrate Her Late Majesty Queen Elizabeth II's remarkable reign, as part of nationwide Platinum Jubilee celebrations.

Thanks to a grant from the Scottish Borders Council Queen's Platinum Jubilee Fund, the event was one the Branch's first since COVID restrictions started to lift and gave the people we support the welcome opportunity to relax, reconnect and socialise with friends.

The Cornerstone community garden provided a beautiful setting for the special occasion. Staff and the people we support had worked hard to prepare it after it had become overgrown during COVID. Various businesses around the Borders kindly donated plants, veg and topsoil to regenerate the area into a welcoming spot for everyone to use.

All the hard work certainly paid off with staff, the people they support, and local community members travelling from all over the Scottish Borders to attend.

Andrew McInnes, Branch Leader in the Scottish Borders, commented, "It was a great pleasure to welcome so many people to our Jubilee celebrations. It was great to be able to come together as a branch team to enjoy our Connects Garden. The event was an opportunity for new and old friends to meet up after such a long time of restrictions. The sun stayed out for us all day too which was an added bonus. I would like to thank the teams for all their hard work in preparing for the event and all the local businesses for donating such lovely raffle prizes."





# Our values

As part of our new Future-proofing Cornerstone strategy we defined our values as:

- Caring
- Person-centred
- Pioneering
- Professional

Our values are very important to us and evidence of them can be seen in action across the organisation every day.

# Caring

We feel and exhibit concern and empathy for others. We often go above and beyond. We encourage and actively seek ways to help people fulfil their potential and live the best life possible. It is the kind, caring and compassionate nature of our colleagues that drives them to go the extra mile for the people we support.



In March 2023 the Care Inspectorate visited our Perth and Kinross Housing Support Services.

They found that "People were treated with kindness and respect by staff who knew them well. Families we spoke to said that this was one of the main strengths of the service and said that staff at all levels were approachable, knowledgeable and responsive. We saw positive, and warm interactions between supported people and their support practitioners encouraged their independence as far as possible. This meant people were valued and experienced a level of control over their own lives".

Our 2022/23 customer satisfaction surveys posed the question 'How Caring are Cornerstone staff members?' 99% gave a good or excellent rating compared to 97% last year.

All workers we have had have been good, kind, friendly.

Fantastic caring staff

My brother requires support staff who understand his needs and be able to help him stay calm. They have done an excellent job this has been through continuity of staff and their experience...every day is enhanced by your staff meeting and understanding his needs...Your staff show him understanding and divert obsessive behaviour through doing other activities. Keeping him calm and safe. Well done.

All contact via this staff member could not be any better. Most caring person, always on time.

Our helper is kind, considerate and happy to do all she can to accommodate our needs

We have been lucky in that my son and his main CS carer have a fabulous relationship. The carer understands him very well and treats him with great respect.

Our caring Shared Lives families have enjoyed coming together over the year to celebrate Shared Lives Week, Halloween, Easter and Christmas. These opportunities enabled the community to build relationships, networks and support one another.

The New Beginning group is made up of some of the people supported within the Shared Lives service, predominantly from Ayrshire and Renfrewshire; however some individuals who live in other areas check in with the group via WhatsApp and they are also welcome to come along to training sessions and Christmas meals etc.

The group meet fortnightly and are self-driven in that they decide what they want to do with regards to activities, self-development, learning and development and just spending time together in a very informal setting to talk, share ideas, thoughts, and sometimes worries.

The group is facilitated by one of the Family Placement Assessors and this helps to support their ideas and suggestions and enable them to implement these; sometimes this includes accessing funding, resources and planning with the group.

Over the last year they have taken part in a Woodland Wake Up group. This took place in a forest setting, facilitated by Woodland Wake Up, a community interest company based locally, and they were able to enjoy building campfires, try their hand at wood whittling, making kindling to light the Kelly Kettle, and a favourite was the campfire cooking where pizzas, wraps, cheesy beans, smores and other delights were made.

They have taken part in a mental health and wellbeing session, a second will be taking part later this year. The session looked at ways to relax, to be aware of your surroundings, ways to divert thoughts and using all of the senses to help us be more aware of ourselves. They did an exercise with a square of chocolate, sniff it, pop it in your mouth, and do nothing...just let it melt in your mouth. The urge to chew was incredible! Try it!! They were all surprised at how relaxed they felt letting the chocolate melt in their mouths, but also how anxious they became when they had the urge to chew it.

The group were also keen to learn about first aid for adults and children, and we had a half-day session learning about choking and resuscitation, as well as treating burns, cuts and CPR. They really enjoyed this session and were delighted to receive certificates on completing the course.



Mental health group was a new learning experience and found a different way of how to cope with anxiety.

I travelled from Airdrie to Irvine to take part in the First Aid Training, I really enjoyed it, it was good.

Woodland Wake Up was great to get outdoors and we learned new skills such as making a fire.

The group have also been involved in getting their experience of opening and running a café turned into an eBook, which we hope will be ready soon. Sadly, the café closed during the pandemic, but the eBook will help to capture the successes, challenges and loss they experienced running a social enterprise.



Love was in the air in our North Lanarkshire Branch Airdrie office when some of the Lead Practitioners and the people we support, Alana & Lesley got the creative juices flowing and hosted a Valentine's Afternoon Tea for the people we support to come together and share the love.

There was some love bingo, shoot the cups with cupid's arrow and best of all lots and lots of dancing together in between all of the sweet treats. Roses and love heart balloons were given out to celebrate love among friends.

# Person-centred

We offer a truly person-centred service. We work closely with the people we support, and their families, to determine priorities and to set goals. We are flexible in our care provision and will discuss what we can do to make the biggest difference to the lives of each person we support.

Respondents to our 2022/23 customer satisfaction survey often recognised the person-centred care we provide:

Flexibility, concern to match staff well, helpful management team. All staff very professional.

Cornerstone are good at being person-centred and providing a high quality of care where service users appear to be happy and understood and accepted for the individuals they are.

I like my core team I feel safe around my staff team I enjoy learning new things with each team member.

I feel my team are allowing me to keep independent and always put me first. My choices are always my own.

Always found Cornerstone staff to be adaptable, reliable, extremely person-centered, enthusiastic and caring.

They have matched my son very well to his main CS carer. They listen and look at things from their client's point of view.

Mason is a young man we support within the Ayrshire Branch who has very complex epilepsy and is restricted on many days of his support as it is very dependent on his health that day and the number of seizures that he takes. Mason requires 2:1 staff as he is also registered blind.

Mason adores being out and about socialising although his first passion is music and he absolutely loves listening, as well as talking about music to everyone he meets. Mason has recently been supported to attend his first ever concerts—Paolo Nutini and the Kings of Leon!

Mason is busy planning others now that he has a taste of the atmosphere and has many more bands lined up. Due to his support practitioners working in a person-centred way alongside breaking down any possible barriers, Mason has achieved goals that he and his family did not think would be possible.

In May 2022 the Care Inspectorate visited our Uphall Care Home in Broxburn, West Lothian.

They reported "People had personal plans which were reviewed and updated on a planned and regular basis, and were person-centred, containing information about how to support the person in a way that respected their wishes and preferences. Where people were not able to fully express their views, people who were important to them were involved in shaping the personal plan".

The service was awarded two grade 5s 'very good' against the inspection criteria 'How well do we support people's wellbeing and how good is our leadership?'



During 2022/23 the people we support across North Lanarkshire Supported Living were busy identifying their goals for the year as well as achieving many great outcomes! They chose a variety of different activities that got them well and truly into the community spirit. One such activity was a group holiday to Blackpool in September 2022!

Colleague Amanda Caulfield led on organising the first ever group holiday, with nine of the people we support travelling to a local caravan park, their base for the week, and exploring all that Blackpool had to offer as a team. This included trips to Madame Tussauds to meet the favourite celebrities, the Blackpool Tower for a bird's eye view, the Sealife Centre to learn all about the sharks and the turtles, the Ballroom for some dancing, The Pleasure Beach for the thrill of rollercoasters and the Dungeons for a big old scare. This trip was enjoyed so much that everyone got home and were ready to book up again for 2023 with even more people we support getting involved!

Things got spooky in October when the Lead Practitioners threw a Halloween party at the St. Margaret's Hall. Nobody was recognisable for a night as they all came dressed up—there were heroes, villains, witches, magicians, princes and princesses and many more characters that attended. The night was spooktacular!

Everyone got in the festive spirit with a Christmas lunch hosted at the Tudor hotel. All of the people we support came together for a three course afternoon lunch and a disco that got everyone ready to rock around the Christmas tree. Santa flew in for the occasion and treated everyone to some chocolates before everyone danced the afternoon away and popped their crackers.

# Professional

In our strategy we pledge to offer a high standard of service that meets all regulatory requirements, delivered by qualified, skilled and trained staff. We audit and review our quality and performance regularly.

As part of our work to be the best employer in social care in Scotland we committed to developing an organisation-wide induction programme that ensures all colleagues fully understand the needs of the people we support, our values and guiding principles, the landscape in which we operate, their role as a social care professional and Cornerstone's vision.

Ultimately, there will be an induction and development programme specific to each function or role within the organisation. However the initial focus of this piece of work during 2022/23 was on the development of a Professional Practitioner Development Programme that integrates induction, probation and development programmes for the organisation, starting with our Support Practitioner role.

The Professional Practitioner Development Programme aligns with the Competency Management System (CMS) and helps to assimilate new colleagues into their roles quickly and effectively, reducing turnover and encouraging a long term, professional career at Cornerstone. In addition to addressing legislative requirements and responsibilities, the programme also embeds organisational strategy, culture, values and improves outcomes for the people we support.

The first element of the comprehensive organisational induction—a one day corporate induction—went live in January 2023.

**To ensure our staff are suitably qualified, skilled and trained we have developed a new CMS during 2022/23.**

The first phase has been designed to manage and assure the competence of our Support Practitioners; subsequent phases of the project will address other roles including Lead Practitioners, Service Leads etc. Through a planned approach to promoting and assuring competence we aim to improve the quality of care to the people we support enabling them to live the best lives possible.

The CMS project team have worked hard to ensure all elements of the tool fully represent the complex and varied role of our Support Practitioners. The tool can also be used by

Lead Practitioners and Service Leads to identify areas for development and confirm competence in their teams. The CMS has gone through the stages of design, project planning, evaluation and amendments to ensure it is robust and fit for practice when piloted.

Alongside the development of the CMS, which details the tasks required to be competent, a behavioural framework has been created. This sets out the desired professional behaviours associated with carrying out a task or duty and is directly linked to Cornerstone's values.





Our 2022/23 customer satisfaction survey explored the question How professional are Cornerstone staff members? 74% of respondents rated this as excellent—a significant increase on last year from 68%. A further 22% rated Cornerstone’s professionalism as ‘good’

The support from all the staff has been excellent especially one colleague who has been so professional, very caring and a great support to us all.



I have had very positive experience working with Cornerstone. This is across all different services including supported accommodation and community supports. All support staff are very approachable, person-centred and appear to be very supported by management which has a positive impact on the care they provide to individuals.

Staff are excellent in all they do. Nothing is too much bother, very professional and understanding.



I have input with a number of individuals supported by Cornerstone. I find all the staff knowledgeable and willing to take on any advice, guidance and recommendations made by myself and colleagues. Staff are comfortable in seeking advice and keep me updated.

Cornerstone, colleagues and managers continue to liaise and work collaboratively with myself in relation to ensuring individuals are supported safely and their person-centered outcomes are met. Cornerstone staff will always update me as and when necessary.



I have found Cornerstone to be excellent in terms of the support they provide to my clients and also in terms of their response to myself in relation to my role as allocated social worker.

# Pioneering

We strive to be innovative in our solution-focussed thinking and to continue to lead the way in the care sector. We adopt an operating model that provides a clear framework of responsibilities, resources and support for our teams but which does not rely on restrictive, traditional, command and control methods. We aim to transform social care through a culture of trust, mentoring and empowerment; creating safe conditions for our teams to exercise a degree of autonomy when it comes to delivering high quality care and doing what is absolutely best for the people we support.

Our Ayrshire Branch are able to support Learning Disability Nursing students on placements due to our Branch Lead being a registered learning disability nurse. As part of this the Branch supported third year student, Katherine Hodge, on her final 15 week placement.

Ayrshire Branch Leader Carly Nesvat explains “This is the first time that we have had a student whom we have signed off to enter the nursing register and what a privilege! Katherine worked within the branch alongside the lead practitioners and service leads and identified key areas that would benefit from development in order to provide the best care for the people we support and empower the staff to work towards specific goals. Katherine supported one particular individual to be continent again. This individual was a young man who was wearing continence aids and his guardian had explained that he had not been supported with toilet training since he was a young child. Katherine worked closely with our PBS Lead and looked at predictable environments, this identified a communication need for this individual. Katherine therefore implemented a staff photo board within his home so that he was aware who would be supporting him each day. She then developed a social story for him which the staff could read throughout the day with the focus on using the toilet and the process for this.

Katherine worked in collaboration with both the staff team and this individual’s guardian and within a few weeks she had the individual using the toilet which improved his dignity and overall quality of life. However, as well as this Katherine showcased to our staff teams the impact of taking time to assess an individual’s needs in order to plan goals and outcomes and often these are small goals but make the biggest impact in a person we supports life.

We wish Katherine all the very best in her future career in nursing and thank her for all of her pioneering input within Ayrshire!”





In February 2023 The Training Academy was proud to announce the successful completion of the pioneering “Get into Social Care” programme in partnership with the Prince’s Trust.

The candidates in the programme were trained over two weeks and then assigned to a two-week service placement. During the two-weeks of training all candidates participated enthusiastically in discussions and were eager to begin their induction into the services and meet the people we support.

After the candidates spent time in the services they were given incredibly positive feedback from our teams and the people we support and three of the programme participants have chosen to apply for a permanent job in Cornerstone.

To mark the end of the programme, the Prince’s Trust held a celebration for the applicants in Aberdeen.

Ross Sutherland, the Prince’s Trust Youth Development Lead, said, ‘I want to say a massive thank you to all the managers and teams for the support you’ve given the young people on placement. It’s been fabulous coming out to see you and I know that all candidates have had a productive and beneficial time, but also, a hugely enjoyable time on their placements. So I wanted to say thank you, in my role as Case Worker associated with the programme.’



Embedding a coaching and mentoring approach is an essential part of developing professional career pathways and investing in our people. During 2022/23 we continued to build upon coaching and mentoring training that had been provided by Learning Labs (jointly funded by the Flexible Workforce Development Fund and Scottish Enterprise) and which had evaluated well.

A pioneering coaching and mentoring approach promotes reflective practice and assists our frontline support colleagues to identify their strengths and areas for improvement, as well as what tools and resources would best support their professional development. Using a coaching and mentoring approach also enables leaders to become skilled in facilitating feedback that invites open and honest conversation and encourages solution-focused thinking, leading to positive outcomes for our colleagues and the people we support.

Interactive and fun learning —the most relevant management training I have received during my many years with Cornerstone

Great tools to keep and use with our teams

Really enjoyed the protected time away from the day-to-day job and feel I have learned lots

It was great to share experiences and learn from others

## Our Shared Lives service is leading the way in developing alternative models of care and support for people with learning disabilities, autism and complex care needs.

Marjorie and Tony transitioned into being Shared Lives Carers in 2022 after 17 years of being foster carers. They are from Cumbernauld and live with 'S', who they have supported for 17 years, alongside their dogs.

They first heard about Shared Lives through S's Social Worker who was working with them to look at options available as she was no longer a child, and the fostering arrangement was no longer appropriate.

This is their story as told by Marjorie:

"We had been foster carers for 17 years and continued for so long, into our retirement, in order to support one particular young person. S had been living with us for the whole time and so she had been part of our family since she was four. We also fostered other children including her sister over the years but now it was just the three of us at home.

We were all very worried about what the future held for S, as she was turning 21 years old, and fostering was no longer appropriate. It was a very unsettling time not knowing what the future held but wanting to make sure S was going to be okay, particularly because of her support needs. We were worried as S was not ready to leave us and the family home as she still needed a lot of support and change is difficult for her to cope with.

Our Social Worker mentioned Shared Lives which we had never heard of and weren't sure what it was about. After finding out more we felt like we had been thrown a lifeline as it meant that S could stay with us and nothing much would change in her day-to-day life. It had been difficult to keep S from worrying about her future as she thought she would have to move out from her home and away from us—"mum and dad".

Right from the start, Cornerstone Shared Lives have supported us through the process. They made sure we knew what we were getting into and what they expected from us as carers. It is very different from fostering as it is very adult related. S is now a young adult and there are different policies and procedures. You have to apply and be assessed to become Shared Lives Carers. We were given an Assessor (Sarah) to take us through the assessment process to get our report ready, and to be heard by the Shared Lives Panel who decide whether to approve you to become Shared Lives Carers. I found Sarah as an Assessor very easy to talk to, it was easy to discuss our past and our fostering experiences for the last 17 years. The assessment process left me looking forward to working with Shared Lives. Tony was also looking forward to working with Shared Lives and taking our young person forward with them. He felt that Sarah was very informative on what our Shared Lives journey as a family will be.

A year later and we have recently had a review. Tony and I have been very happy with our "transfer" to Shared Lives and are very happy with our Link Worker, Karen. The support and conditions are better. We only have to ask for help and they source bespoke training for us and check we have the right professionals supporting us. We get to meet with other carers and the people they support. It's very reassuring meeting people in the same position. The other thing we have noticed is that many of the other people being supported are around S's age and so we have far more in common now, than with foster carers who have young children. This has been great to see how others are coping with the same issues we have with S and to share tips and experiences.

Tony and I have both had our careers and now that we are retired we enjoy going to Turkey every summer, going to dog shows to show my Yorkshire Terriers, gardening, music, our church community, Tony likes helping out at his garage as he used to be a mechanic, and spending time at the coast where our family have a caravan.

S was going to a local college several days a week and liked meeting up with her friends there. She was given one to one support whilst at college. S likes drama and music and goes to My Guyz club and at home you will find her on her games console or doing arts and crafts.

There's always a worry when you have someone depend on you that someday you will no longer be able to carry on as you are not well enough, or your circumstances change. Being part of Shared Lives means that S has a bigger network and more options. It also gives us the security of knowing that Cornerstone Shared Lives looks out for S and want the best for her alongside the support she receives from social work.

Our experience so far has been very good, we feel well supported and would absolutely recommend other foster carers to consider Shared Lives".



# Governance

## Structure, governance and management

### Directors Report and Financial Statements

The Directors, who are also trustees for the purpose of charity law, present their report and financial statements of the charity for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 01 January 2019)".

### Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 28th February 1980 and is a Scottish charity, number SC004780. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.00.

### Directors

**Mr P Bailey, Chair**

**Mrs H L Stuart, Vice-chair**

**Mr T Dinozzi**

**Mr A Forbes**

**Mr G Huggins**

**Mr S Lynch**

**Mr R M Kay** (resigned 08 November 2023)

**Mr A Murray**

**Mr R Webster** (resigned 08 November 2023)

**Mr M D Laing** (resigned 26 October 2022)

**Ms S L Irvine** (resigned 31 October 2022)

**Ms H D Munro** (resigned 26 October 2022)

**Ms S Park** (appointed 17 February 2022)

**Ms L J Henderson** (appointed 25 May 2023)

### Recruitment and Appointment of Board of Directors

The Directors of the company are also charity trustees for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, one third of the members of the Board of Directors must retire each year through voluntary retirement or on a rotational basis. Those retiring can seek re-election at the next Annual General Meeting.

Potential Directors are identified through their association with Cornerstone, by recommendation, or by advertisement. Directors currently include health care professionals and individuals with particular relevant skills and experience.

## Pay Policy for Directors and Senior Staff

All Directors are volunteers and give their time freely and no Director received remuneration for their governance role in the year. Details of Directors expenses and related party transactions are disclosed in notes 12 and 27 of the accounts.

The pay of senior staff is reviewed annually by the Remuneration Group (comprising of five Directors and chaired by the Chair of the People and Culture Committee) and makes recommendations to the full Board. The Directors consider increases in conjunction with increases awarded to the wider staff group. In addition, the Directors benchmark pay levels against those in other third sector organisations of comparable size and industry.

## Key Management Personnel

### Chief Executive

### Director of Business Development

### Director of Delivery

### Director of Delivery

### Depute Director of Delivery (North)

### Depute Director of Delivery (South)

### Director of Finance

### Head of Finance

### Director of People and Culture

### Head of ICT and Digital Transformation

### Hazel Brown

### Jayne Findlay

**Sara Murphy** (left 05 January 2023)

**Colin Phillips** (from 27 February 2023)

**Nikki O'Brien** (from 01 April 2022)

**Fiona Barrie Higgins** (from 15 June 2022)

### Lynn Wallace

**Iain Kennedy** (from 31 July 2023)

**Lesley de Jager** (from 09 May 2022)

**Adrian Todd** (from 13 June 2022)

## Director Induction and Training

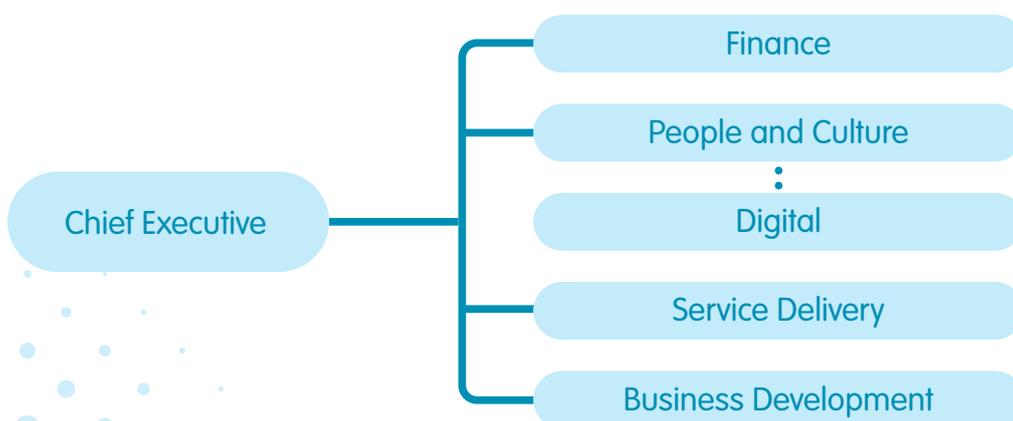
Newly appointed Directors are apprised of their role and responsibilities by the Chair of the Board and the Chief Executive. Most Directors are already familiar with the work of the charity having visited Cornerstone services. Both new and longer serving Directors have regular opportunities to meet with people Cornerstone supports, families, carers, and staff and to visit services.

Additionally, new Directors are invited and encouraged to meet with senior staff to familiarise themselves with the charity and the context within which it operates. The Chair of the Board and the Chief Executive play a lead role in this.

## Organisational Structure

Cornerstone has a Board of Directors who meet five times per year and are responsible to the strategic direction and overall governance of the charity. The Board currently has 9 members from a variety of professional and other backgrounds relevant to the work of the charity, there were two employee Directors during the reporting period. The Chief Executive and other senior staff attend Board and sub-committee meetings in an advisory capacity.

A scheme of delegation is in place and day to day responsibility for the provision of services rests with the Chief Executive and the Leadership Team. The Chief Executive has overall responsibility for ensuring that Cornerstone delivers the services specified and that key performance indicators are met.



# Committees of the Board

## People and Culture Committee

**Chair** Helen Stuart

**Senior Person** Lesley De Jager,  
Director of People and Culture

The Committee is responsible for providing strategic guidance on all policy relating to the employment of people within Cornerstone. Members provide advice and support to the Chief Executive, the Director of People & Culture, HR Lead and other relevant colleagues.

The Committee oversees the 'People' theme of the strategic plan and ensuring that decisions taken relating to staffing matters are in line with statutory requirements and follow the principles of good HR practice.

The Committee is responsible for ensuring that our colleagues and volunteers have every opportunity for learning and personal development.

It is the duty of this Committee to ensure all people related decisions are made in the context of a culture based on employee empowerment.

The PCC together with the Finance and Audit Committee has responsibility for the annual pay award and other matters relating to staff terms and conditions. Final decisions are ratified by the whole Board.

The staffing related KPIs are monitored by the local Branch Leaders and reported on to this committee.

The Committee will take such decisions as are devolved to it by the Board.

## Finance and Audit Committee

**Chair** Tony Dinozzi

**Senior Person** Lynn Wallace, Director of Finance

The FAC will provide oversight and advice to the Board of Cornerstone (the Board), Sub-Committees of the Board, Chief Executive and the Senior Leadership Team on the adequacy and effectiveness of Cornerstone's financial control and reporting systems.

The Committee will recommend to the Board the appointment of suitable External Auditors and where necessary to advise the Board on Internal Audit arrangements; also, to ensure that adequate levels of external and internal audit are maintained.

The Committee will take such decisions as are devolved to it by the Board.

## Quality and Service Delivery Committee

**Chair** Stephen Lynch

**Senior Person** Colin Phillips, Director of Delivery

The Committee is to focus on the delivery of services, ensuring that they meet the highest possible standards and that the aspirations for the people we support, as outlined in the strategic plan, are met, i.e. Leading a Valued Life.

The Committee will focus on assurance for the people we support, compliance, service development and improvement, employee development and ensuring that examples of good practice are shared across the organisation.

The overarching role of the Committee will be to provide a forum for all aspects of service delivery and provide assurance to the Board that the people we support are receiving the support they are promised.

The Committee will take such decisions as are devolved to it by the Board.

## Strategy Performance and Business Development Committee

**Chair** Peter Bailey

**Senior Person** Jayne Findlay, Director of Business Development

The Committee will bring together the Chairs of Sub-Committees and the Senior Leadership Team (SLT).

The Committee will provide focused oversight of the Future-Proofing of Cornerstone Strategy, business recovery plans and business continuity, approve, monitor and review the business development strategy, support the fundraising, marketing and PR functions and review organisational performance and risk.

## Digital Development and Delivery Committee

**Chair** Geoff Huggins

**Senior Person** Lesley De Jager, Director of People and Culture

The Committee will provide oversight, guidance and ratification of the strategic approach and tactical delivery for information technology (IT) within Cornerstone.

The Committee will provide expert assurance to the board that the necessary operational and business support activities undertaken by Cornerstone will be enabled, and where appropriate driven, by the best possible and most appropriate use of information and digital technologies.

For larger and longer-term IT initiatives and projects the Committee will function as a project and/or program board. Therefore, assuring integrity, coherence and viability of both strategic and tactical progress.

## Related Parties

In so far as it is complementary with the charity's objectives, the charity is guided by local, Scottish and UK national policy of both Government and care regulators.

Cornerstone is a member of several national organisations who act as representative bodies for the sector. In addition, Cornerstone is also a member of local partnerships in a number of areas of operation, a number of local Chambers of Commerce and Third Sector interfaces.

## Disclosure of Information to Auditor

Each of the Directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Directors' report, including the strategic report, was approved by the Board of Directors.



Mr T Dinozzi

Director

11 December 2023

## Statement of Directors' Responsibilities

The Directors, who also act as trustees for the charitable company, are responsible for preparing the Directors' Report including Strategic Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the income and expenditure of the charitable company for that year.

In preparing these financial statements, the Directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

## Auditor

In line with best practice, Cornerstone has conducted an audit tender exercise for the appointment of auditors. In accordance with the company's Articles, a resolution proposing that RSM UK be appointed as auditors of the company for the financial year 2023/24 will be put at a General Meeting.



# Environment and sustainability

## Streamlined Energy and Carbon Reporting

### Environment and SECR compliance

We fully recognise our responsibility to protect the environment and we have a strong environmental policy as well as objectives and guidelines in place which we review and update regularly. Cornerstone complies with all regulations covering the processing and disposal of toxic and non-toxic waste and uses qualified licensed contractors for the collection and disposal of waste where appropriate. We make every effort to keep our neighbours in the local community safe from any potential harm caused by our activities by closely managing our emissions and waste.

## UK energy use

During the reporting period, Cornerstone used a total of 3,633,127kWh of energy and emitted a total of 706.15 tonnes of CO<sub>2</sub>e which is categorised as follows:

KWH Consumption	Year to 31 March 2023	Year to 31 March 2022
	kWh	kWh
Electricity	1,250,218	1,321,336
Gas combustion	1,733,596	1,824,702
Transport	649,313	586,710
<b>Total</b>	<b>3,633,127</b>	<b>3,732,748</b>

Tonnes of CO <sub>2</sub> e	Year to 31 March 2023	Year to 31 March 2022
	Tonnes of CO <sub>2</sub> e	Tonnes of CO <sub>2</sub> e
Electricity	241.77	280.56
Gas combustion	316.38	334.21
Transport	148.00	127.56
<b>Total</b>	<b>706.15</b>	<b>742.33</b>

Comparison of the current year 2022/23 figures with the prior year figures shows a decrease overall of 2.67% compared to the 2021/22 figures. The decrease comes from both electricity and gas where the reduction is 5.38% and 4.99% respectively. There has been a 10.67% increase in transport energy consumption usage reflecting the easing of Covid 19 restrictions and more travel being possible and being undertaken.

Energy usage for electricity and gas is the usage in our owned and leased properties and estimates of the energy usage based on the square footage of the properties or the number of beds in the case of care homes. The split between gas and electricity has been estimated based on the average non-domestic consumption in Scotland from 2018 to 2021 (2022 figures are not available yet).

The figures above for transport relates to staff use of privately owned vehicles for business use, where Cornerstone has reimbursed the cost of this mileage as well as estimates for the energy usage in the Cornerstone fleet of vehicles.

## Energy efficiency action

We are committed to energy efficiency and have a number of initiatives aimed at reducing our energy usage where possible. For instance, procuring electric vehicles where appropriate, unifying our energy supply contracts, operating on a hybrid basis with staff working from home and in the office to help reduce office running costs as well as energy consumption from travel to and from offices.

## Intensity ratio and methodologies

The annual quantity of emissions in tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) was 706.15 tonnes (742.33 tonnes in 2021/22) and a decrease of 2.67%. This equates to 0.73 tonnes (0.85 tonnes in 2021/22) per person being supported by Cornerstone.

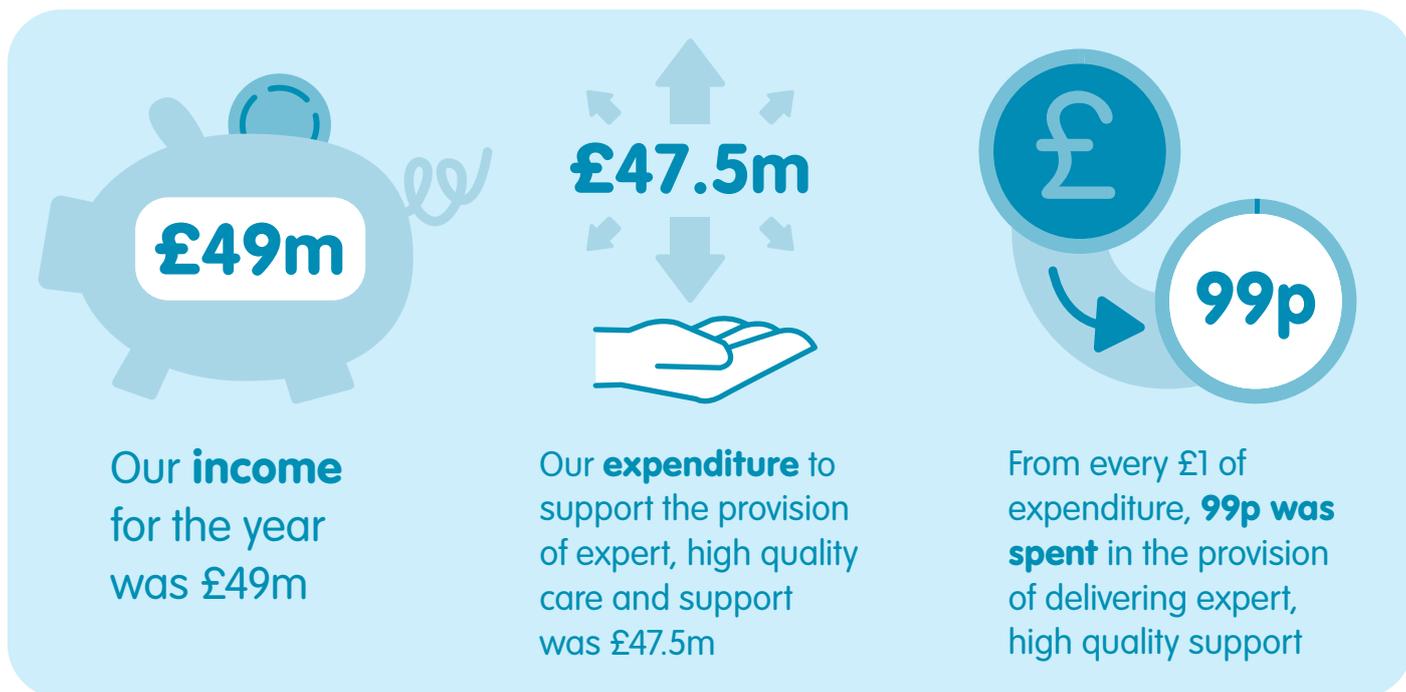
# Financial review

## Financial review summary

During 2022/23 Cornerstone generated income of £49m (2021/22 £46.7m), representing an income growth against the previous year of £2.3m or 5%.

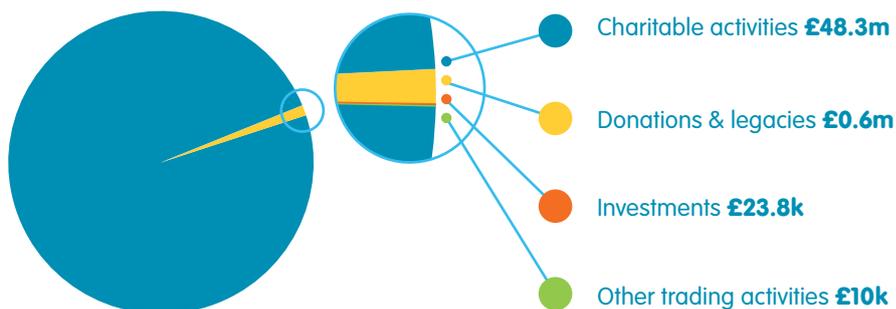
Our expenditure during the year was £47.5m (2021/22 £46.1m), an increase of £1.4m or 3% on the previous year.

We ended the financial year with a surplus of £1.5m (2021/22 £0.6m).



## Income

Total income for the year was £49m (2021/22: £46.7m). Income from charitable activities increased by £3.1m, 7%, primarily resulting from growth in our operations and self-directed support income. Donations and legacies income reduced by £0.9m when compared to the previous year however, the previous year contained a £1m grant from Scottish Government.



## Expenditure

Our expenditure for the year was £47.5m (2021/22: £46.1m), an increase of £1.4m on the previous year. The main increase was on staff costs for the delivery of support. We continued to operate with efficiency and effectiveness evidenced by the reduction in our support costs of 8% and the costs of raising funds by 36% meaning that for every pound spent, 99p was spent in delivering expert, high quality support.



## Funds

During the year we generated a surplus of £1.5m (2021/22: £0.6m). As a result of this our balance sheet shows an improving position with a current ratio\* of 1.44:1 (2021/22: 1.17:1) reflective of the successful delivery of our strategic aim to achieve stability and sustainability.

An essential part of the strategic aim is to achieve sustainability following several years where Cornerstone depleted its cash reserves. At the end of the reporting period cash funds increased by £2.8m, 84%. Overall, funds held increased by £1.5m, 28%.

Fundamentally Cornerstone exists to be an expert provider and best employer in social care. The achievement of stability and sustainability is in furtherance of this aim, to invest in our workforce who will support us in being an expert provider.

**\*Ratio of current assets to current liabilities**

## Reserves Policy

At 31 March 2023 total reserves were £6.8m (2021/22: £5.3m). The total free unrestricted reserves net of fixed assets were £2.4m (2021/22: £0.2m). Reserves are split between restricted, designated, and unrestricted general reserves.

**Restricted Reserves,**  
£0.3m (2021/22: £0.3m)

This represents funds that have been received to fund a specific purpose determined externally by third party funders and cannot be used for alternative purposes. Further details of these reserves are provided in note 22.

**Designated Reserves,**  
£3.4m (2021/22: £4.2m)

This is comprised of a reserve designated by Cornerstone for specific purposes. Further details of these reserves are provided in note 23.

**Unrestricted General Reserves,**  
£3.1m (2021/22: £0.8m)

The Finance and Audit Committee has established a policy to hold general reserves at a level which equates to between three and six months of the resources expended. Whilst reserves may not reach this level in the near future, it is considered desirable to work towards this to enable the current activities of the company to continue in the event of a significant reduction in funding. Further details of these reserves are provided in note 23.

## Principal Funding Source

98.6% (2021/22: 96.8%) of all income is charitable income and comprises; payments received from Health and Social Care Partnerships and others for the provision of social care services, of which, 4.6% (2021/22: 4.3%) relates to Self-Directed Support. The remaining 1.4% (2021/22: 3.2%) is from other sources including rental income, trading income, charitable fundraising and interest received on funds held at bank.

## Investment Policy

The Finance & Audit Committee had previously considered that the most appropriate policy for investing funds was in a Managed Fund which best met the requirement for capital growth, but the decision was made to dispose of the investments during 2019/20.

## Risk Management

The Directors, along with members of the Leadership Team, have identified the major risks to which Cornerstone is exposed. These are regularly reviewed and systems established to mitigate against those risks.

Funding constraints allied to externally driven cost pressures present the most significant risk. Every effort is made to try to ensure that services operate in a financially viable way. In addition, Cornerstone continues to lobby both individually and collectively with other care providers to put forward the case for a strong social care sector which is properly and sustainably funded to care for vulnerable people in Scotland.

Cornerstone will continue to ensure that services are sustainable. To this end we will work with commissioners to achieve sustainability for the continued benefit of the people we support.

## Financial Instruments

Cornerstone's financial instruments comprise borrowings, cash and liquid resources and trade debtors and trade creditors that arise directly from operations. The main purpose of these financial instruments is to raise finance for Cornerstone's activities.

The principal risks arising from Cornerstone's financial instruments are interest rate risk, market risk, inflation rate risk and credit risk. The Board manages each of these risks as summarised below:

### Interest rate risk

Cornerstone had financed the purchase of property through long-term variable rate borrowing. Cornerstone was exposed to risks in fluctuations in the bank base rate of interest. Cornerstone was able to mitigate against this risk in May 2023 by fully repaying all loans with a variable interest rate.

### Credit risk

Cornerstone's borrowings are from Royal Bank of Scotland plc, a recognised high street lender, Big Issue Social Enterprise Investment Fund, Lombard Technology Services Ltd, and Social Investment Scotland. Borrowings from Lombard Technology Services Ltd were fully repaid by the end of this reporting period. Borrowings from Royal Bank of Scotland plc were fully repaid in May 2023, and borrowing from Big Issue Social Enterprise Investment Fund was fully repaid in October 2023. The Directors are satisfied that Cornerstone is not exposed to any significant risk as a result of its own credit position.

## Health and Safety

The charity recognises and accepts its responsibilities as an employer under the Health and Safety at Work Act 1974 and other relevant legislation. Cornerstone seeks to implement the Act and other legislative requirements in all activities under its control. Cornerstone aims to achieve a balanced approach whereby Health and Safety is given the relevant importance in the workplace and a positive culture of Health and Safety is promoted in all service and business areas.

Cornerstone's operational cash flows are dependent on the finance it receives from the funding bodies and the credit terms offered by its suppliers. As most of Cornerstone's dealings are with Health and Social Care Partnerships, and it is not dependent on donations to meet its obligations, the Directors are satisfied that the credit risk is not significant for revenue income.

### Plans for Future Periods

Fundamentally, Cornerstone exists to enable the people it supports to enjoy a valued life, a life they choose. Without a clear understanding of their needs, desires, aspirations and dreams, the charity cannot effectively design and deliver services fit for purpose. Cornerstone continues to develop new models of care and support in response to the changes in public services priorities and most importantly in response to the changing needs of the people it supports. The charity is therefore committed to actively involving the people it supports.

# Independent Auditor's Report to the Directors and Members of Cornerstone Community Care

## Opinion

We have audited the financial statements of Cornerstone Community Care (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

## Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the Directors' report (incorporating the strategic report) for the financial year for which the financial statements are prepared, which includes the Directors' report and the strategic report prepared for the purposes of company law, is consistent with the financial statements; and
- the Directors' report and the strategic report included within the Directors' report (incorporating the strategic report) have been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report (incorporating the strategic report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of Directors

As explained more fully in the statement of Directors' responsibilities, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Directors are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and taxation, data protection, anti-bribery, environmental, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, regulators and the charitable company's legal advisors.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in these financial statements were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's Directors, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members and Directors those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body, and the charitable company's Directors as a body, for our audit work, for this report, or for the opinions we have formed.



**Allison Gibson (Senior Statutory Auditor)  
for and on behalf of Azets Audit Services**

12 December 2023

**Chartered Accountants  
Statutory Auditor**

37 Albyn Place  
Aberdeen  
United Kingdom  
AB10 1JB

# Statement of financial activities including income and expenditure account

## For the year ended 31 March 2023

	Notes	2023			2022		
		Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
<b>Income from:</b>							
Donations and legacies	3	39,406	598,089	637,495	1,100,188	395,639	1,495,827
Charitable activities	4	717,202	47,619,977	48,337,179	929,816	44,287,538	45,217,354
Other trading activities	5	10,064	-	10,064	7,805	-	7,805
Investments	6	23,755	-	23,755	287	-	287
<b>Total income</b>		<u>790,427</u>	<u>48,218,066</u>	<u>49,008,493</u>	<u>2,038,096</u>	<u>44,683,177</u>	<u>46,721,273</u>
<b>Expenditure on:</b>							
Raising funds	7	104,967	197,752	302,719	347,162	122,768	469,930
Charitable activities							
Charitable Expenditure	8	153,637	47,048,427	47,202,064	159,420	44,899,624	45,059,044
Other - Impairment of fixed assets	8	-	-	-	587,303	-	587,303
<b>Total charitable expenditure</b>		<u>153,637</u>	<u>47,048,427</u>	<u>47,202,064</u>	<u>746,723</u>	<u>44,899,624</u>	<u>45,646,347</u>
<b>Total expenditure</b>		<u>258,604</u>	<u>47,246,179</u>	<u>47,504,783</u>	<u>1,093,885</u>	<u>45,022,392</u>	<u>46,116,277</u>
<b>Net incoming/(outgoing) resources before transfers</b>		531,823	971,887	1,503,710	944,211	(339,215)	604,996
Gross transfers between funds	22 & 23	989,389	(989,389)	-	(398,164)	398,164	-
<b>Net incoming/(expenditure) for the year</b>							
<b>Net movement in funds</b>		1,521,212	(17,502)	1,503,710	546,047	58,949	604,996
Opening fund balances		4,990,165	337,813	5,327,978	4,444,118	278,864	4,722,982
<b>Closing fund balances</b>		<u>6,511,377</u>	<u>320,311</u>	<u>6,831,688</u>	<u>4,990,165</u>	<u>337,813</u>	<u>5,327,978</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# Balance sheet

## As at 31 March 2023

	Notes	2023		2022	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	15		4,113,040		4,757,271
<b>Current assets</b>					
Debtors	16	4,721,893		3,974,574	
Cash at bank and in hand		<u>6,190,266</u>		<u>3,365,684</u>	
		10,912,159		7,340,258	
<b>Creditors: amounts falling due within one year</b>					
	18	<u>(7,574,144)</u>		<u>(6,271,711)</u>	
Net current assets			<u>3,338,015</u>		<u>1,068,547</u>
<b>Total assets less current liabilities</b>			7,451,055		5,825,818
<b>Creditors: amounts falling due after more than one year</b>					
	19		<u>(619,367)</u>		<u>(497,840)</u>
<b>Net assets</b>			<u><u>6,831,688</u></u>		<u><u>5,327,978</u></u>
<b>Income funds</b>					
Restricted funds	22		320,311		337,813
Unrestricted funds	23		<u>6,511,377</u>		<u>4,990,165</u>
			<u><u>6,831,688</u></u>		<u><u>5,327,978</u></u>

The financial statements were initially reviewed and approved by the Board of Directors at the Annual General Meeting on 22 November 2023. Subsequently, the financial statements were approved and authorised for issue by the Board of Directors on 11 December 2023 and are signed on its behalf by:



**Mr T Dinozzi**  
**Director**

Company Registration No. SC070762

# Statement of cash flows

## for the year ended 31 March 2023

Notes	2023		2022	
	£	£	£	£
<b>Cash flows from operating activities</b>				
Cash generated from operations	29	2,004,545		2,066,798
<b>Investing activities</b>				
Purchase of tangible fixed assets		(17,013)		(69,209)
Proceeds on disposal of tangible fixed assets		560,660		(178,799)
Interest received		23,755		287
<b>Net cash generated from/(used in) investing activities</b>		567,402		(247,721)
<b>Financing activities</b>				
Proceeds of new bank loans		823,950		-
Repayment of bank loans		(571,315)		(293,140)
<b>Net cash generated from/(used in) financing activities</b>		252,635		(293,140)
<b>Net increase in cash and cash equivalents</b>		2,824,582		1,525,937
Cash and cash equivalents at beginning of year		3,365,684		1,839,747
<b>Cash and cash equivalents at end of year</b>		6,190,266		3,365,684

# Notes to the financial statements for the year ended 31 March 2023

## 1. Accounting policies

### Charity information

Cornerstone Community Care is a private company limited by guarantee incorporated in Scotland. The registered office is Johnstone House, 52–54 Rose Street, Aberdeen, AB10 1HA.

#### 1.1. Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2. Going concern

At the time of approving the financial statements, the Directors have assessed of the company's prospects and viability by means of budget and forecast review. Based on this assessment the Directors have formed a judgement, at the time of approving the financial statements, that there are no material uncertainties that cast doubt on the company's going concern status and that there is a reasonable expectation that the company has adequate resources to continue in operational existence for at least twelve months from the date of approval of the financial statements. The Directors therefore consider it appropriate to adopt the going concern basis of accounting in preparing its financial statements.

#### 1.3. Charitable funds

Unrestricted funds are available for use at the discretion of the Directors in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Directors for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

# Notes to the financial statements (continued)

## 1.4. Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Grants, where entitlement is not conditional on the delivery of a specific performance by the organisation, are recognised when the organisation becomes unconditionally entitled to the grant.

Where there are performance related conditions attached to any grants or donations, income is recognised when the conditions have been met or when meeting the conditions is within the organisation's control and there is sufficient evidence that they have been met or will be met, otherwise they are deferred. Where a grant condition allows for the recovery of any unexpended grant, a liability is recognised when repayment becomes probable.

Where there are terms placed on income that limit the organisation's discretion over how that income can be used, that income is shown as restricted income in the accounts.

Fees receivable for care services are accounted for in the period in which the service is provided.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.

Investment income is included when receivable.

## 1.5. Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis as set out in Note 9.

# Notes to the financial statements (continued)

## 1.6. Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Property	Over 50 years
Property improvements	Over 3 years
Fixtures and fittings	Over 3 years
Motor vehicles	Over 4 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

## 1.7. Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the charitable company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

## 1.8. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

# Notes to the financial statements (continued)

## 1.9. Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

### Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

### Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

### Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

## 1.10. Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

## 1.11. Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

## 1.12. Operating leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the SOFA on a straight line basis over the lease term.

# Notes to the financial statements (continued)

## 2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### Contingent liability

The contingent liability relates to inducement claims brought against the company. When estimating the value, management consider the set award per claimant and the number of potential claimants remaining.

### Property valuation

Directors estimate the carrying value of property to the best of their ability based on a previous valuation, also taking into account previous experience and knowledge of the local area.

## 3. Donations and legacies

	2023			2022		
	Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
Donations	39,406	21,829	61,235	65,425	27,802	93,227
Legacies receivable	-	-	-	21,704	77,031	98,735
Scottish Government	-	452,102	452,102	1,000,000	116,725	1,116,725
Donated goods and services	-	9,105	9,105	-	20,526	20,526
Trusts and other funders	-	115,053	115,053	13,059	153,555	166,614
	<u>39,406</u>	<u>598,089</u>	<u>637,495</u>	<u>1,100,188</u>	<u>395,639</u>	<u>1,495,827</u>

# Notes to the financial statements (continued)

## 4. Charitable activities income

	2023	2022
	Charitable Income £	Charitable Income £
Operations	43,618,591	40,516,209
Employment & Training	135,161	274,047
Children & Family Services	1,673,569	1,447,777
Self Directed Support	2,210,094	1,910,197
Social Firm Activity	19,468	79,293
Rental Income	595,433	610,433
Other income	84,863	121,847
Covid grants	-	257,551
	<u>48,337,179</u>	<u>45,217,354</u>
Analysis by fund		
Unrestricted funds	717,202	929,816
Restricted funds	<u>47,619,977</u>	<u>44,287,538</u>
	<u>48,337,179</u>	<u>45,217,354</u>

## 5. Other trading activities income

	2023	2022
	Unrestricted Funds £	Unrestricted Funds £
Fundraising events	<u>10,064</u>	<u>7,805</u>

## 6. Investments income

	2023	2022
	Unrestricted Funds £	Unrestricted Funds £
Interest receivable	<u>23,755</u>	<u>287</u>

# Notes to the financial statements (continued)

## 7. Raising funds expenditure

	2023			2022		
	Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
<u>Cost of voluntary income</u>						
Premises costs	68	149	217	39,876	14,237	54,113
Sundry costs	47,374	104,465	151,839	160,716	57,382	218,098
Staff costs	42,237	93,138	135,375	143,261	51,149	194,410
Cost of voluntary income	<u>89,679</u>	<u>197,752</u>	<u>287,431</u>	<u>343,853</u>	<u>122,768</u>	<u>466,621</u>
<u>Fundraising events</u>						
Premises costs	12	-	12	381	-	381
Sundry costs	8,076	-	8,076	1,549	-	1,549
Staff costs	7,200	-	7,200	1,379	-	1,379
Fundraising events	<u>15,288</u>	<u>-</u>	<u>15,288</u>	<u>3,309</u>	<u>-</u>	<u>3,309</u>
	<u>104,967</u>	<u>197,752</u>	<u>302,719</u>	<u>347,162</u>	<u>122,768</u>	<u>469,930</u>

# Notes to the financial statements (continued)

## 8. Charitable activities expenditure

	2023		2022	
	Charitable Expenditure £	Charitable Expenditure £	Impairment of fixed assets £	Total £
Staff costs	38,947,921	36,706,628	-	36,706,628
Impairment	-	-	587,303	587,303
Premises costs	1,269,318	1,265,967	-	1,265,967
Catering	140,593	126,562	-	126,562
Fundraising purchases	-	42,263	-	42,263
Donated goods and services	9,105	20,526	-	20,526
Sundry costs	3,066,113	2,804,397	-	2,804,397
	<u>43,433,050</u>	<u>40,966,343</u>	<u>587,303</u>	<u>41,553,646</u>
Share of support costs (see note 9)	3,653,523	3,984,911	-	3,984,911
Share of governance costs (see note 9)	115,491	107,790	-	107,790
	<u>47,202,064</u>	<u>45,059,044</u>	<u>587,303</u>	<u>45,646,347</u>
<b>Analysis by fund</b>				
Unrestricted funds	153,637	159,420	587,303	746,723
Restricted funds	47,048,427	44,899,624	-	44,899,624
	<u>47,202,064</u>	<u>45,059,044</u>	<u>587,303</u>	<u>45,646,347</u>

## 9. Support costs

	2023			2022		
	Support costs £	Governance costs £	Total £	Support costs £	Governance costs £	Total £
Staff costs	2,360,779	-	2,360,779	2,208,645	-	2,208,645
Premises costs	264,101	-	264,101	323,702	-	323,702
Catering	7,875	-	7,875	3,511	-	3,511
Sundry costs	1,020,768	-	1,020,768	1,449,053	-	1,449,053
Auditor's remuneration	-	105,000	105,000	-	59,500	59,500
Other governance costs	-	10,491	10,491	-	48,290	48,290
	<u>3,653,523</u>	<u>115,491</u>	<u>3,769,014</u>	<u>3,984,911</u>	<u>107,790</u>	<u>4,092,701</u>
Analysed between Charitable activities	<u>3,653,523</u>	<u>115,491</u>	<u>3,769,014</u>	<u>3,984,911</u>	<u>107,790</u>	<u>4,092,701</u>

# Notes to the financial statements (continued)

## 10. Net movement in funds

	2023	2022
	£	£
Net movement in funds is stated after charging/(crediting)		
Depreciation of owned tangible fixed assets	128,378	243,518
Impairment of owned tangible fixed assets	-	587,303
Land and buildings lease costs	306,901	380,472
Plant and machinery lease costs	109,587	147,843
Interest and similar charges payable	43,306	61,036
Audit of the annual accounts	96,000	51,750
Other non-audit services	9,000	7,750

## 11. Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2023	2022
	£	£
Audit of the annual accounts	96,000	51,750
<b>Other services to the company</b>		
Other non-audit services	9,000	7,750
<b>Total auditors remuneration</b>	<b>105,000</b>	<b>59,500</b>

## 12. Directors

None of the Directors (or any persons connected with them) received any remuneration or benefits from their duties as trustees of the charity during the current and prior year.

There are 2 employees who were appointed as Directors of the charity in 2017. They received the following remuneration as employees of the charity. S. Irvine received a salary of £36,804 (2022 - £32,732) and employer pension contributions of £724 (2022 - £1,240) and A. Forbes received a salary of £29,835 (2022 - £25,368) and employer pension contributions of £658 (2022 - £772).

Travel and subsistence costs of £323 (2022 - £nil) in total were reimbursed to 2 (2022 - 0) Directors.

# Notes to the financial statements (continued)

## 13. Employees

The average monthly number of employees during the year was 1,883 (2022 – 1,916)

	2023	2022
	Number	Number
Support staff	1,480	1,542
Training and SVQ staff	15	14
Office and administration staff	76	75
Social firm staff	-	2
Relief staff	312	283
Total	<u>1,883</u>	<u>1,916</u>

### Employment costs

	2023	2022
	£	£
Wages and salaries	37,454,779	35,665,152
Social security costs	2,990,349	2,561,862
Other pension costs	1,006,147	884,048
	<u>41,451,275</u>	<u>39,111,062</u>

Included in staff costs noted above, are redundancy costs of £32,433 (2022 – £54,082) with 5 employees being made redundant in the year (2022 – 12).

### Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £603,265 (2022 – £483,134).

### Banding

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2023	2022
	Number	Number
£60,000 to £69,999	2	2
£70,000 to £79,999	1	1
£80,000 to £89,999	-	1
£90,000 to £99,999	1	-
	<u>4</u>	<u>4</u>

## 14. Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

# Notes to the financial statements (continued)

## 15. Tangible fixed assets

	Property £	Property improvements £	Fixtures and fittings £	Motor vehicles £	Total £
<b>Costs</b>					
At 1 April 2022	6,381,354	614,908	253,497	41,335	7,291,094
Additions	-	17,013	-	-	17,013
Disposals	(685,911)	(14,642)	(34,923)	(23,000)	(758,476)
At 31 March 2023	<u>5,695,443</u>	<u>617,279</u>	<u>218,574</u>	<u>18,335</u>	<u>6,549,631</u>
<b>Depreciation and impairment</b>					
At 1 April 2022	1,688,948	557,109	246,431	41,335	2,533,823
Depreciation charged in the year	72,837	49,707	5,834	-	128,378
Eliminated in respect of disposals	(153,045)	(14,642)	(34,923)	(23,000)	(225,610)
At 31 March 2023	<u>1,608,740</u>	<u>592,174</u>	<u>217,342</u>	<u>18,335</u>	<u>2,436,591</u>
<b>Carrying amount</b>					
At 31 March 2023	<u>4,086,703</u>	<u>25,105</u>	<u>1,232</u>	<u>-</u>	<u>4,113,040</u>
At 31 March 2022	<u>4,692,406</u>	<u>57,799</u>	<u>7,066</u>	<u>-</u>	<u>4,757,271</u>

Property was independently valued for impairment purposes as at 04 February 2022 by Ken Topping (BSc) MRICS and Katie Craig (BSc) MRICS of DM Hall LLP. The valuation was carried out on a market value basis with the benefit of tenancies/contracts in place. There has been no independent valuation for impairment purposes carried out in the financial year to 31 March 2023.

## 16. Debtors

	2023 £	2022 £
<b>Amounts falling due within one year:</b>		
Trade debtors	2,697,817	1,220,373
Accrued income	1,852,060	2,522,984
Other debtors	7,122	5,876
Prepayments	164,894	225,341
	<u>4,721,893</u>	<u>3,974,574</u>

## 17. Loans

	2023 £	2022 £
Other loans	<u>1,028,257</u>	<u>775,622</u>
Payable within one year	408,890	277,782
Payable after one year	<u>619,367</u>	<u>497,840</u>

# Notes to the financial statements (continued)

## 17. Loans (continued)

	2023	2022
	£	£
<b>Loan commitments measured at cost less impairment</b>		
Due in one year or less or on demand	408,890	277,782
Due in more than one year but not more than two years	17,367	212,976
Due in more than two years but not more than five years	188,852	206,864
Due in more than five years	413,148	78,000
	<u>1,028,257</u>	<u>775,622</u>

## 17. Loans (continued)

During 2008 a loan of £300,000 was advanced by the Royal Bank of Scotland towards the building of a new house at Maud. The loan is secured by a Standard Security over the property at Maud. The loan is repayable over 300 monthly payments, commencing one month after the loan was drawn. The term loan bears interest at 1.95% above the Bank's Base Rate. The loan was repaid in full on 5 May 2023. The amount outstanding at 31 March 2023 was £126,000 (2022: £138,000).

During 2012 a loan of £320,000 was advanced by the Royal Bank of Scotland towards the purchase of properties at New Deer. The loan was secured by a Standard Security over the properties at New Deer. The loan was repayable over 59 equal monthly payments commencing one month after the loan was drawn and a final instalment sufficient to repay the outstanding balance in full. The loan bears interest at 2.25% above the Bank's Base Rate. The loan was repaid in full during the year. The amount outstanding at 31 March 2023 was £nil (2022: £32,276).

During 2014 a loan of £200,000 was advanced by the Royal Bank of Scotland towards the building of a property at Portlethen. The loan is secured by a Standard Security over the property at Portlethen. The loan is repayable over 59 equal monthly payments commencing one month after the loan was drawn and a final instalment sufficient to repay the outstanding balance in full. The loan was refinanced during the 2021 financial year. The loan now bears interest at 2.25% above the Bank's Base Rate. The loan was repaid in full on 5 May 2023. The amount outstanding at 31 March 2023 was £29,657 (2022: £52,217).

During 2016 a loan of £600,000 was advanced by the Royal Bank of Scotland towards the building of a new house at Dumbarton. The loan is secured by a Standard Security over the property at Dumbarton. The loan is repayable over 120 monthly payments, commencing one month after the loan was drawn. The loan bears interest at 2.62% above the bank's base rate. The loan was refinanced in the financial year to 31 March 2023 and then repaid in full post year end on 5 May 2023. The amount outstanding at 31 March 2023 was £323,950 (2022: £284,512).

During 2017 a loan of £500,000 was advanced by the Big Issue Social Enterprise Investment Fund. The loan is secured by a floating charge. The loan is repayable over 60 monthly payments, commencing two years after the loan was drawn. The loan bears interest at 8.00%. The loan was repaid in full on 18 October 2023. The amount outstanding at 31 March 2023 was £48,650 (2022: £224,161).

During 2018 a loan of £300,000 was advanced by Lombard Technology Services Ltd. The loan is repayable over 60 monthly payments, commencing in the month the loan was drawn. The loan bears interest at 5.00%. The loan was repaid in full during the year. The amount outstanding at 31 March 2023 was £nil (2022: £44,456).

During 2023 a loan of £500,000 was advanced by Social Investment Scotland Ltd. The loan is repayable over 104 monthly payments commencing 60 months after the loan was drawn. The loan bears interest at 3%. The amount outstanding at 31 March 2023 was £500,000 (2022: £nil).

The Royal Bank of Scotland also has a bond & floating charge over all other monies and undertakings since 2006.

The Big Issue Social Enterprise Investment Fund loan are also secured by a bond & floating charge, ranking behind the Royal Bank of Scotland.

### Other securities

There are securities in place over properties owned in Maud, New Deer and Renton in relation to capital grants awarded to Cornerstone Community Care in prior years. There is also a security in place over a property owned in Airdrie in relation to restrictions on the purchaser if the property is to be sold by Cornerstone Community Care in the future.

# Notes to the financial statements (continued)

## 18. Creditors: amounts falling due within one year

		2023	2022
	Notes	£	£
Borrowings	17	408,890	277,782
Other taxation and social security		571,819	580,375
Deferred income	20	182,806	215,158
Trade creditors		192,926	318,645
Other creditors		460,753	813,173
Accruals		5,756,950	4,066,578
		<u>7,574,144</u>	<u>6,271,711</u>

## 19. Creditors: amounts falling due after more than one year

		2023	2022
	Notes	£	£
Borrowings	17	<u>619,367</u>	<u>497,840</u>

## 20. Deferred income

	2023	2022
	£	£
Other deferred income	<u>182,806</u>	<u>215,158</u>

	2023	2022
	£	£
Deferred income is included within:		
Current liabilities	<u>182,806</u>	<u>215,158</u>

Movements in the year:		
Deferred income at 1 April 2022	215,158	-
Released from previous periods	(215,158)	-
Due in more than five years	<u>182,806</u>	<u>215,158</u>
Deferred income at 31 March 2023	<u>182,806</u>	<u>215,158</u>

# Notes to the financial statements (continued)

## 21. Retirement benefit schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £911,961 (2021/22 – £884,048).

## 22. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in Funds								
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Balance at 31 March 2023
	£	£	£	£	£	£	£	£	£
Operations and other services	-	44,143,519	(40,806,923)	(3,336,596)	-	47,619,977	(43,477,165)	(4,142,811)	-
General fund	254,489	539,658	(4,215,469)	3,759,135	337,813	598,089	(3,769,014)	3,153,422	320,311
Jigsaw (Helensburgh) fund	24,375	-	-	(24,375)	-	-	-	-	-
	<u>278,864</u>	<u>44,683,177</u>	<u>(45,022,392)</u>	<u>398,164</u>	<u>337,813</u>	<u>48,218,066</u>	<u>(47,246,179)</u>	<u>(989,389)</u>	<u>320,311</u>

Restricted funds are created when income is received either for a particular area or purpose, the use of which is restricted to that area or purpose. Transfers are made from the unrestricted funds to restricted funds to compensate fully all restricted funds which would otherwise be in deficit at the accounting date. Transfers are made from the restricted funds to unrestricted funds to reclassify fully all restricted funds at the accounting date meeting the criteria for being satisfied when the support is complete for each contract/invoice.

### Purpose of restricted funds

Operations—Funds used to support individuals to live a valued life in their own homes.

General—Represents fundraising monies restricted for particular purposes.

Jigsaw (Helensburgh) Fund—Funds transferred from Jigsaw (Helensburgh) to be used for the provision of children's services.

# Notes to the financial statements (continued)

## 23. Unrestricted funds

	Movement in Funds								
	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	Transfers £	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2023 £
General unrestricted funds	(1,244,375)	1,788,096	(1,093,885)	1,308,681	758,516	688,126	(130,226)	1,757,877	3,074,293
Designated fixed asset NBV fund	5,697,813	-	-	(1,539,983)	4,157,830	-	(111,346)	(488,962)	3,557,522
Designated loan creditor fund	(1,068,761)	-	-	293,139	(775,622)	-	-	(252,636)	(1,028,257)
Designated Big Issue loan revenue fund	323,528	-	-	(323,528)	-	-	-	-	-
Designated Lombard loan revenue fund	108,426	-	-	(108,426)	-	-	-	-	-
Designated training surplus funds	-	250,000	-	-	250,000	102,301	-	-	352,301
Designated property grants funds	627,488	-	-	(28,047)	599,441	-	(17,032)	(26,891)	555,518
	<u>4,444,118</u>	<u>2,038,096</u>	<u>(1,093,885)</u>	<u>(398,164)</u>	<u>4,990,165</u>	<u>790,427</u>	<u>(258,604)</u>	<u>989,389</u>	<u>6,511,377</u>

Transfers are made from Unrestricted funds to Designated funds to account for net fixed asset movements, related loan movements and release of property grant funds in the period.

### Purpose of restricted funds

Fixed Asset NBV Fund—Funds held in relation to the tangible fixed asset carrying value.

Loan Creditor Fund—Deficit funds in relation to the total loans due to be repaid by Cornerstone Community Care.

Big Issue Loan Revenue Fund—Remaining cash held in relation to the Big Issue loan.

Lombard Loan Revenue Fund—Remaining cash held in relation to the Lombard loan.

Training Surplus Fund—Funds held for the purpose of training costs.

Property Grants Fund—Funds held in relation to the tangible fixed asset carrying value specific to the value purchased with capital grants, which are excluded from the Fixed Asset NBV Fund above.

# Notes to the financial statements (continued)

## 24. Analysis of net assets between funds

	2023			2022		
	Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2023 are represented by:						
Tangible assets	4,113,040	-	4,113,040	4,757,271	-	4,757,271
Current assets	3,017,704	320,311	3,338,015	730,734	337,813	1,068,547
Long term liabilities	(619,367)	-	(619,367)	(497,840)	-	(497,840)
	<u>6,511,377</u>	<u>320,311</u>	<u>6,831,688</u>	<u>4,990,165</u>	<u>337,813</u>	<u>5,327,978</u>

## 25. Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023 £	2022 £
Within one year	290,535	414,521
Between two and five years	560,000	733,045
In over five years	134,504	223,604
	<u>985,039</u>	<u>1,371,170</u>

## 26. Events after the reporting date

During 2008 a loan of £300,000 was advanced by the Royal Bank of Scotland towards the building of a new house at Maud. The loan was repaid in full on 5 May 2023.

During 2014 a loan of £200,000 was advanced by the Royal Bank of Scotland towards the building of a property at Portlethen. The loan was repaid in full on 5 May 2023.

During 2016 a loan of £600,000 was advanced by the Royal Bank of Scotland towards the building of a new house at Dumbarton. The loan was refinanced in the financial year to 31 March 2023 and then repaid in full post year end on 5 May 2023.

During 2017 a loan of £500,000 was advanced by the Big Issue Social Enterprise Investment Fund. The loan was repaid in full on 18 October 2023.

During 2023 a loan of £500,000 was advanced by Social Investment Scotland Ltd. There was an additional £500,000 drawn on 30 August 2023.

## 27. Related party transactions

There were no disclosable related party transactions during the year (2022 – £Nil).

## 28. Limited by Guarantee

The company is limited by guarantee not exceeding £1 per member. At 31 March 2023 there were 22 members (2022 – 31).

# Notes to the financial statements (continued)

## 29. Cash generated from operations

	2023	2022
	£	£
Surplus for the year	1,503,710	604,996
Adjustments for:		
Investment income recognised in statement of financial activities	(23,755)	(287)
Depreciation of tangible fixed assets	128,378	243,518
(Gain)/loss on disposal of tangible fixed assets	(27,794)	64,589
Impairment of tangible fixed assets	-	587,303
Movements in working capital:		
(Increase)/decrease in debtors	(747,321)	923,892
Increase/(decrease) in creditors	1,203,679	(572,371)
(Decrease)/increase in deferred income	(32,352)	215,158
<b>Cash generated from operations</b>	<b>2,004,545</b>	<b>2,066,798</b>

## 30. Analysis of changes in net funds

	At 1 April 2022	Cash flows	At 31 March 2023
	£	£	£
Cash at bank and in hand	3,365,684	2,824,582	6,190,266
Loans falling due within one year	(277,782)	(131,108)	(408,890)
Loans falling due within one year	(497,840)	(121,527)	(619,367)
	<u>2,590,062</u>	<u>2,571,947</u>	<u>5,162,009</u>

## 31. Funds held for beneficiaries

The charity acted as custodian of beneficiary bank accounts during the year. These bank accounts are maintained separately to those of the charity's own bank accounts and there are arrangements in place to ensure these are reconciled and reviewed regularly.

## 32. Contingent liability

Cornerstone had received notification that a number of employees had brought inducement claims against their employer. These inducement claims were raised under section 145B of the Trade Union & Labour Relations (Consolidation) Act 1992 alleging that Cornerstone implemented changes to terms and conditions of employment and pay increases directly to employees to avoid collective bargaining.

In October 2023, following a cycle of correspondence completed by the tribunal, the judge issued a dismissal judgement against all but two claims. One of these claims has since been withdrawn. The one remaining claim, if it were to succeed, is limited to £4,193.

# Thanks

I hope, like me, that you have been encouraged and enthused by reading this year's annual report. There is so much to appreciate about the work of Cornerstone and the new format brings it visually to life.

As an organisation we are privileged to support so many people across Scotland and we thank them all for giving us the opportunity to be involved in their lives. Without them the organisation would be meaningless. Alongside the people we support we are able to work with so many of their families, friends and supporters who have enhanced our work. Their support to us is invaluable.

Since becoming involved in Cornerstone, I have been impressed by the commitment, professionalism, and caring attitude of all our staff. It's a team and everyone, whether in direct care, management, or support play their part in seeking to provide good services.

We could not do what we do without the support of our sponsors and supporters who through their generosity enable us to provide the additional support and services not covered by core funding.

We are living in challenging times, and we are playing our part in ensuring that those in power are aware of the need for more resources to provide sustainable services. However, let's not lose sight of the fact that there is so much in this report worthy of celebration.

The organisation has shown itself to be hugely resilient over the past year in the face of many challenges. This is in no small measure due to the leadership team and the Board who have worked tirelessly in the interests of Cornerstone.

My sincere thanks go to all who have contributed to the work of Cornerstone over the past year.



A handwritten signature in black ink, appearing to read 'Peter Bailey'.

Peter Bailey, Chair

## With special thanks to:

Aberdeen Football Club  
– Aberdeen for All

Arran CVS Communities Mental  
Health and Wellbeing Fund

Vicki Barry

BBC Children in Need

Blairhill Dundyan Parish

CNOOC

CNR International

Marc Eddie

Matthew Farmer

Andy Fisher

Flexible Workforce Development  
Fund

Friends of Boyndie

Masson Glennie

GlenWyvis and Friends

Genelle and Liam Harkins  
and Pippa

Gordon Henderson

Harbour Energy

Health and Social Care Alliance  
Scotland – Discover Digital

Howdens Dumbarton

Inspiring Scotland

Inverallochy Rathan East Church

John Clark Motor Group

Lisa Johnstone

Stuart Mackinnon

Shona Mathers

Tom McBride

Team Millig

Keith Mitchell

Muritroyd

James Murphy

John Gordon Charitable Trust

North Lanarkshire Council

Peter Vardy Foundation

Portlethen Academy

Premier Newburgh collection

The Scottish Borders Council  
Queen's Platinum Jubilee Fund

The Scottish Government

Ina Scott Sutherland Charitable  
Trust

Shared Care Scotland's Better  
Breaks Fund

Sheila Robertson

SSSC Voluntary Sector  
Development Fund

SSE Aberdeen North

Strichen Tyrie Parish Church

Truth Consultancy

TSDG Communities Mental  
Health and Wellbeing Fund

VANL Communities Mental  
Health and Wellbeing Fund

WA Cargill Charitable Trust

Barry Webster

The Workforce Wellbeing Fund  
for Adult Social Work and Social  
Care

Allan Wright Taxi's

Workplace Equality Fund

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