

# 2024-25



## Cornerstone Community Care

(operating as Cornerstone, a Company Limited by Guarantee)

# Annual Report and Financial Statements

for the year ended 31 March 2025



# Our vision. 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, a Company Limited by Guarantee) hereinafter referred to as Cornerstone.

### Trustees/Directors

Mr P Bailey, Chair  
Mrs H L Stuart, Vice Chair  
Mr T Dinozzi  
Mr A Forbes  
Mr S Lynch  
Mr A Murray  
Mr J J Bruce  
Mr A Knight  
Mr S Skelton  
Mrs F MacLeod  
Mrs L Hughes

The Directors are also charity Trustees for the purposes of charity law.

### Secretary

Mrs Lynn Wallace

### Charity Number (Scotland)

SC004780

### Company Number

SC070762

### Principal address

4th Floor  
The Doges Studios  
Templeton Business Centre  
62 Templeton Street  
Glasgow  
G40 1DA

### Registered office

4th Floor  
The Doges Studios  
Templeton Business Centre  
62 Templeton Street  
Glasgow  
G40 1DA

### Auditor

RSM UK Audit LLP  
Third Floor  
2 Semple Street  
Edinburgh  
EH3 8BL

### Bankers

The Royal Bank of Scotland  
78 Union Street  
Aberdeen  
United Kingdom  
AB10 1HH

### Solicitors

Ledingham Chalmers LLP  
Johnstone House, 52-54 Rose Street  
Aberdeen  
United Kingdom  
AB10 1HA

# Contents

Welcome	page 5
What we do	page 6
45 years of Cornerstone	page 8
Strategic report	page 12
Our strategic aims & values	page 12
Programmes of work	page 13
Achievements & performance	page 14
At a glance	page 17
Quality assurance	page 18
Training, learning & development	page 25
Progressing our aims	page 27
Financial review	page 39
Fundraising	page 43
Our values	page 46
Governance	page 60
Environment and sustainability	page 64
Independent Auditor's report to the Trustees and Members of Cornerstone Community Care	page 66
Statement of financial activities including income and expenditure account	page 70
Balance sheet	page 71
Statement of cash flows	page 72
Notes to the financial statements	page 73
Thanks	page 90
Contact	page 91

“ The staff and management have been outstanding towards his move and helping him settle in. It’s been a difficult time however my brother is doing extremely well - we couldn’t ask for anything better.

“ Staff are very helpful and listen to my requests.

“ I get on great with my support staff and they know me well.

“ Cornerstone is good.

“ My staff help with everything I need.

“ [My relative] is so well cared for by his team and his happiness is there for all to see.

“ Staff are professional and keep me informed at all times.

# Welcome from our Chief Executive

Once again, I am delighted to present Cornerstone’s Annual Report and Financial Statements for 2024–25. They demonstrate that, despite the ongoing challenges in our operating environment, the organisation remains resilient and sustainable — a particularly important message as we head into 2025, the year we celebrate Cornerstone’s 45th birthday. As we reach this milestone, it feels right to pause and reflect on how much the social care landscape has changed since Nick Baxter founded Cornerstone in 1980; and to look ahead as we begin developing a new strategy to follow our current one, which concludes next year.



Looking back, it’s incredible to see how Cornerstone has grown and evolved — constantly adapting to meet the needs of the people we support, navigating an ever-changing external environment, and continuing to lead the way in delivering high-quality care and support, in all the ways that is needed. When Nick Baxter first recognised the need to create a new organisation — one that would help people with learning disabilities, autism, and other support needs to live full and valued lives — many of those individuals were still living in large institutional settings, with little or no choice about how they lived. Those places could never truly be called home.

While we have made enormous strides over the decades to ensure that the people we support can live full lives within their local communities, today we face the worrying reality that many of those hard-won rights are under threat. It is hard to believe that the human rights of the people we support can be so easily set aside when difficult spending decisions arise. From funding cuts, and the non-exemption of charitable organisations from increased Employers’ National Insurance Contributions, to the continued failure of the Scottish Government to deliver Fair Pay for the social care workforce, and the stalling of the proposed flagship policy for a National Care Service. Once again, those who receive social care and those who work within it have been pushed to the bottom of the priority list.

At Cornerstone, we will not stay silent. We will continue to be a strong voice for the people we support — advocating nationally, challenging locally, and making sure that our values and charitable aims remain front and centre in everything we do. We will rise to the challenge and continue to strive to deliver exceptional care and support. Not only evidenced by Care Inspectorate results and the fulfilling of all of our regulatory responsibilities, but also by the many positive outcomes and extraordinary achievements of those we support every day, across the country.

**Hazel Brown**  
Chief Executive

# What we do

Cornerstone is a leading, national social care charity.

Our charitable objectives are:

- To provide care, support, and assistance services to persons who through disability, vulnerability, infirmity, illness or otherwise may require such services and in so doing to help such persons to live a valued life, the life they choose; and
- To promote and encourage best practice in and provide training, advice and support in relation to all forms of care and support.

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 independence**
- **Improved health**
- **Improved wellbeing**

Our services include:

- **Community Support**
- **Self-Directed Support (SDS)**
- **Support Services - day service**
- **Shared Lives**
- **Housing Support**
- **Short Breaks & Respite**
- **Care at Home**
- **Complex Needs**
- **Care Homes**

During the course of the year we expanded our operating model to introduce the roles of Complex Care Service Lead, Complex Care Lead Practitioner and Complex Care Support Practitioner alongside the existing roles of Support Practitioner, Lead Practitioner, Service Lead and Branch Lead. These roles are 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.

We have 45 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.

# Thank you from the Chair

On behalf of the Board, it is a privilege and delight to acknowledge the life changing work of Cornerstone evidenced in this report.

Every year the challenges of funding and sustainability worsen and yet our staff continually amaze me for the way in which they provide high quality care and support to those who entrust us with supporting them and being involved in their lives. The support of many families and friends has been invaluable, and their involvement has enhanced the support provided.

As noted in this report the current challenges in the sector cannot be over emphasised and make governance and management of the organisation much more demanding. Over the past year we have been hugely supported by a strong Executive Leadership and wider management team. They have continually found creative ways in which we can continue to provide transformational care with fewer resources. However, it must be understood that continuing to find creative solutions in an underfunded sector is becoming impossible.

Looking back on our 2021-2025 Strategic Plan it is encouraging to see how much has been achieved and how far the organisation has progressed in this time. As we work on our next Strategic Plan, we are excited to see what we can accomplish with and for those people we support.

There are so many individuals and organisations who support us on a regular basis. To all our sponsors and supporters, I extend sincere thanks – you have added considerable value to the support and care that we have been able to provide.

Finally, I would like to extend my personal thanks to the Cornerstone board members. They have given generously and freely of their time and experience. To a person they are passionate and committed to the work of Cornerstone and its future.



Peter Bailey, Chair



Care used to be different. Not that long ago, if you were born with a learning disability, your choices were severely limited. Many people with learning disabilities were excluded from mainstream society due to the infrastructure and policies of the time.

Often housed within large hospital-like institutions in remote rural locations, people were consigned to living their lives under the instructions of doctors, institutional staff, and health boards. People with learning disabilities had very little say in their day to day lives often following the same routine designed by others. Baths were scheduled for entire wards at a time on set days, communal clothes were typical, and nobody had a say on who they lived with. Family involvement was a luxury to many due to the stigma and ideologies of the time. For those lucky enough to have family, visiting days and

times were strict (assuming they were able to travel to the institution where their loved one's care was assigned).

It was these conditions that led to the forming of Cornerstone in 1980 (known originally as Aberdeen Society for the Mentally Handicapped) more than a decade before the Community Care Act of 1990. The charity was founded by Nick Baxter who was a senior social worker responsible for learning disability services. Dissatisfied with the ingrained treatment of people with learning disabilities, Nick wanted to offer something different. Together with a small group of parents and professionals, he set the charitable purpose of **enabling people who require support to enjoy a valued life.**

In 1980, much like elsewhere in Scotland, services for people with learning disabilities consisted of a few Local Authority hostels and Ladysbridge Hospital – a former Victorian era mental institution over 50 miles from Aberdeen City. After being founded in 1980, Cornerstone's first service opened in 1982 and was located a 5 minute walk from Aberdeen city centre. The 80's were a time of discovery for Cornerstone as we started to support people in Aberdeenshire communities – many of whom came directly from Ladybridge Hospital and other remote institutions. Testimony from this time highlighted what this meant to people who suddenly had something they'd never had before – choice. The choice to wear clothes they bought, the choice to plan their day, choose their dinner, choose what time to go to bed, choose to go for a walk. Suddenly, people with learning disabilities had a say in their own life. This person-centred approach is what defined Cornerstone.



A range of strategies had been employed to further this ambition. A variety of professionals with a range of expertise were recruited as volunteers to take advantage of their professional networks. Parents and family members also joined to act as pressure groups and lobby MPs. Local Authorities were encouraged to become purchasers of care rather than sole providers allowing Cornerstone to start offering our person centred care throughout Scotland.

Cornerstone started to offer services outside of Aberdeenshire in 1989 by opening a service in Elgin, Moray. In the mid-1990s, Cornerstone started to offer services in the West of Scotland in Glasgow City, East Dunbartonshire, West Dunbartonshire, and then North Lanarkshire - growing to support hundreds of people with learning disabilities, autism and complex care needs. This care and support always took place in communities and stayed away from the large institutions common in the 80's. An ordinary house on an ordinary street was a popular sentiment among Cornerstone teams back then and this is still true today – there's a good chance you've walked past a Cornerstone service without even noticing.



At the turn of the millennium, Cornerstone started to provide services in Dundee before expanding to Perth and the Scottish Borders. In 2003 Chief Executive Nick Baxter was named UK Social Entrepreneur of the Year and Cornerstone was recognised as one of the top 20 charities in Scotland. Today, Cornerstone is active in 19 local authorities across Scotland and remains at the forefront of care. In 2011, we were among the first charities to offer Self Directed Support Services (SDS) in Aberdeenshire – a project which has grown into Aberdeen City and Moray to helping those who wish to be in full control of their support by independently recruiting their own Care and Support Teams and making best use of their own budget. SDS aligns closely with Cornerstone's person-centred

values, offering personal choice and encouraging independence.

In 2020, Hazel Brown became the CEO of Cornerstone just as the COVID-19 pandemic impacted the lives of everyone but particularly the social care sector. Thanks to the dedication and drive of our frontline teams, we were able to continue to care well for

An ordinary house on an ordinary street

vulnerable people under perhaps the most challenging circumstances the sector has ever faced. Our workforce was a source of pride for Cornerstone as an organisation as everyone pulled together to achieve the best outcome for the people we support. This was captured perfectly by The Care Inspectorate: "The Care Inspectorate has been impressed by how Cornerstone has responded so swiftly and actually brilliantly to the pandemic. It's a real testament to the commitment and professionalism of its workforce."

As we reflect on the past 45 years of Cornerstone and the evolution of the sector, there have been profound changes for the better. The sector at large is hard to recognise when compared to the institutions of the 1980s and before. We are concerned though that this progress is being threatened by austerity measures and the ever rising cost of living. We fully believe in social care as a profession; but a profession where recognition and pay must adequately reflect the importance of the complexity, challenge, training and skills involved in delivering our important work.

We are also totally committed to the ethos that everyone we support should be able to enjoy the life that they choose, but are becoming increasingly concerned about the impact of the current economic climate in achieving these goals. With fewer social opportunities and many people simply being priced out of the activities they love, we feel that people with learning disabilities are being left behind leading to increased feelings of loneliness and isolation. We will continue to do all that we can to support people with learning disabilities, autism and complex care needs to live the life they choose, while working with others to ensure that people receive the funding they need to live a valued life.

1980

Cornerstone (initially called the Aberdeen Society for the Mentally Handicapped) is established in Aberdeen by Nick Baxter, with support from a group of social work professionals and parents who were concerned about the lack of support in their community for people with learning disabilities and their families. Their aim is to "establish an ordinary house on an ordinary street"

1982

The first Cornerstone service opened on 4th July 1982 at Granton Place in Aberdeen

1988

Cornerstone's first office is established at Belmont Street, Aberdeen and the Cornerstone Board is set up by founder Nick Baxter

1989

Our first Moray service at Quebec Place opens.

1990

National Health Service and Community Care Act 1990 receives royal assent. Our Garthdee project opens and is recognised as an innovative 'needs-led' service.

1992

The Charles Douglas-Hume Award is presented to Cornerstone by H.R.H the Prince of Wales for the Most Outstanding example of Community enterprise in Great Britain for our Garthdee Project in Aberdeen

1993

Spectacular growth of Cornerstone following the implementation of Community Care Act. Cornerstone wins tribunal against DSS who queried the eligibility of residents to receive income support.

1994

Cornerstone transfers its offices to Regents Quay, Aberdeen. Our Hay Street, Wardend Place, Peterhead, and Strichen services open in the North East and a community support service is launched.

1995

Cornerstone is the first voluntary sector care organisation in Scotland to achieve an Investors in People award and is also approved as an accredited centre for Scottish Vocational Qualifications (SVQs)

1996

Our Glasgow office is established and services expand rapidly in the South West and North East of Scotland. Cornerstone opened its first service outside the North East of Scotland in Bishopbriggs, East Dunbartonshire.

1997

Cornerstone receives a Five Star Award from the British Safety Council and a UCB Care Home Design Award for our Strichen Service in Aberdeenshire

1998

We change our legal name to Cornerstone Community Care

1999

Our first Tayside service is established.  
Our Ailsa Drive Housing Support Service opened in Clydebank, Glasgow., welcoming four people we support who were formerly housed at the Royal Scottish National Hospital in Larbert.

2001

Our Dundee office is opened. Advocacy Service launched in partnership with Advocacy Service Aberdeen.

2002

Our first service in South Lanarkshire is opened and we establish an office in Airdrie, opened by Helen Liddell MP. Our children's Shared Care Service is launched in West Dunbartonshire

2003

Chief Executive Nick Baxter wins UK Social Entrepreneur of the Year and Cornerstone is recognised as one of the top 20 charities in Scotland. Cornerstone awarded the disability symbol by Jobcentre Plus and an employment project is launched in partnership with Aberdeen City Council

2004

Glasgow office moves to bigger premises

2008

Strategic plan "Moving Forward with confidence" is published. Cornerstone receives the Committed to Excellence Award, part of the European Excellence Award Scheme

2009

We launch our new blue diamond logo and simplify our name to Cornerstone. We are also awarded the SQA Star Award for Lifelong Learning.

2010

Cornerstone celebrates 30 years of providing exceptional care and support across Scotland. We move into new business areas including a Direct Payment Support Service in Aberdeenshire and Moray and a Respite/ Short Breaks service in Perth and Kinross.

2011

Our flagship physical disability service Forrest Walk opens its doors in Uphall, West Lothian providing residential, respite and day care services to people aged between 18 and 65.

2013

Cornerstone founder, Nick Baxter sadly dies leaving a lasting legacy of providing exceptional care to people with disabilities across Scotland

2014

Baxter View, a specialist service designed and built to provide care and support for individuals with more complex needs, is opened in Dumbarton. It is named in honour of Cornerstone's late founder, Nick Baxter.

2015

Our Canalside day service in Wester Hailes, Edinburgh opens to adults over 65 with dementia or other support needs. The Carman Centre becomes home to a new Cornerstone Connects service in Dumbarton.

2016

Our Aberdeen head office moves to Centurion Court, North Esplanade West, Aberdeen, AB11 5QH.

2017

Our Waterfront service opens at Garelochhead for adults with profound and complex needs. Our Aberdeen City and Aberdeenshire South branch wins contract to provide housing support to older people living in sheltered housing in the city. Cornerstone launches an ambitious new strategy called 'Local Cornerstone' for 2017-2020.

2018

The Scottish Government publishes the 'Coming Home' report.

We open a new community hub and holiday home (Jubilee House) for people with a disability, in Stonehaven. Our New Beginnings Café in Irvine opens.

2019

Our Glasgow office moves to its new home at Templeton on the Green, also serving as a training hub for Glasgow and East Dunbartonshire.

2020

Cornerstone marks its 40th anniversary. The COVID-19 global pandemic presents huge challenges. Cornerstone teams across the country respond with resilience, compassion and determination to ensure the people we support are kept as safe and well as possible. The 'Local Cornerstone' strategy is paused.

2021

The Independent Review of Adult Social Care in Scotland is published led by Derek Feeley. The review focusses on taking a human rights-based approach to designing and providing social care.

"Future-proofing Cornerstone" Strategic Plan for 2021-25 is launched. We open a new state of the art hub in Airdrie and two new supported accommodation models at Bessie Dunlop Court in Dalry and Highland Way in Buckie. The first year of our new Shared Lives service in the Scottish Borders is successful.

2022

We appoint our first-ever Positive Behaviour Support (PBS) Lead. Funding from the Flexible Workforce Development Fund allows five colleagues to qualify as PBS Coaches with BILD. Cornerstone's Dundee office moves into Dudhope Castle. We are successful in our grant application to the Workplace Equality Fund for a two year Menopause Awareness Project.

2023

Cornerstone hosts an evening reception at The Scottish Parliament. Our Fundraising team launches the Cornerstone Weekly Lottery. Our Shared Lives team are recognised with a Highly Commended at the Great British Care Awards (GBCA), we receive our Investors in People Silver Award and are the first social care employer in Scotland to achieve Menopause Friendly Employer accreditation. The Ayrshire office moves to Landek House in Irvine.

2024

Minister for Social Care, Mental Wellbeing and Sport visits our Bessie Dunlop Court service in Dalry. Our Aberdeen office moves to Union Terrace Gardens. Our Scottish Borders Hub opens in Galashiels and SDS celebrates their 10 year anniversary. We are winners of the 'Best Training and Skills Development Initiative' category at The Herald's Top Employer Awards.

2025

Cornerstone is listed in the Financial Times inaugural edition of the UK's Best Employers 2025.

# Strategic report

We are currently working towards concluding 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.



Cornerstone employs a project management approach which includes the setting of Key Performance Indicator's (KPI's) to monitor strategic progress and aspects of quality, service delivery, finance, training and qualifications and human resources using a balanced scorecard. Quarterly reports are presented to the Board and related sub committees. More information on our Financial KPI's and planning principles can be found

on pages 39-41 within the Financial review section. We have highlighted many of our achievements and performance during 2024-25 within the following pages, giving an update on our future plans at the end of our updates on strategic aims, on page 38 as well as at the conclusion of the Financial Review prepared by Tony Dinozzi, Trustee on page 42.

# Achievements and performance

Our current strategy, 'Future-proofing Cornerstone', is progressing well. Here are just some of the highlights from 2024-25.

## Scottish Borders Hub

We opened our new Cornerstone Connects Hub in Galashiels in September 2024, after more than a year and half of providing support in various short term locations within the Eildon locality. The hub is fully adapted to meet the needs of adults (from 16 years) with learning disabilities, physical disabilities, complex care needs and autism. It offers a stable, safe and friendly environment with access to a wide range of outcome-based activities and learning opportunities, helping the people we support to reach their full potential.

## Menopause Friendly Employer Awards

In September 2024 we were awarded a Highly Commended in the 'Menopause Friendly Employer of the Year' category at the industry-recognised 2024 UK Menopause Friendly Employer Awards. In February 2025 we were invited to host a seminar about our Menopause Awareness Project at The Gathering in Edinburgh, the largest free voluntary sector event in the UK.

## Star Awards 2024

We recognised and celebrated the long service and outstanding work of colleagues across the organisation at our fantastic Star Awards in Dundee as well as spotlighting the amazing achievements of the people we support and our fundraising supporters. The awards attracted almost 100 nominations across six categories and saw 85 colleagues recognised for long service, representing a cumulative 1,235 years of dedication and commitment.

## The Herald's Top Employer Awards

We were delighted to be winners of the 'Best Training and Skills Development Initiative' category at The Herald's Top Employer Awards. The award was presented in recognition of our new Professional Practitioner Programme which aims to give new support practitioners at Cornerstone the best possible start to their career in social care. We were also delighted to be recognised in the Financial Times inaugural edition of the UK's Best Employers 2025 ranking.

## Improving recruitment, selection and retention rates

Since the successful launch of our Line Manager Recruitment Workshops and Recruitment Essentials eLearning we have seen a significant improvement within recruitment, selection and retention rates within the organisation. Training has supported our managers to shortlist more effectively, interview more thoroughly and in turn improve retention rates across our organisation meaning that the people we support are also receiving more consistent, person-centred and reliable care.

## Care Inspectorate results

Our continued dedication to quality assurance reflects our commitment to providing exceptional care and support, building trust and achieving positive outcomes for those we support, while diligently fulfilling our regulatory responsibilities. Over the year, we welcomed a total of 44 inspections from the Care Inspectorate, the majority were graded 4 and above.



## IT security

During the year our IT and Digital team have made great strides in improving the security of our IT infrastructure. We have also implemented an improved backup and recovery system to enable us to recover more quickly from any potential incidents. Looking ahead, we are preparing to start the application process for Cyber Essentials Plus accreditation.

## Training and development pathways

In partnership with operational colleagues and our recognised union UNISON, our Training Academy has designed three core training and development programmes, connected by development pathways and reflective of our strategy and values. In 2024 we launched the largest of these programmes, the Professional Practitioner Programme; a competence and behavioural development programme for our frontline Support Practitioners.

## Access Model Office

Our 'Access Model Office' pilots were completed successfully, with associated processes and training approach proven and then adopted into roll out. New Access Care Planning and Access People Planner training for operations has been very well received. Upon completion, the project will prescribe what an Access 'model office' looks like, helping to determine future use and fit for purpose systems, processes and training.

## Excellent customer survey results

As an expert provider we actively sought the views and opinions of the people we support, their families and guardians. Feedback from our customer survey was very encouraging with 90% of people stating they thought Cornerstone was either good or excellent at involvement and an impressive 99% rating Cornerstone staff as excellent or good. A number of engagement and involvement events were hosted across the country during 2024-25 and we commissioned a series of new story-led films. These feature the people we support and members of their support team sharing their experience of Cornerstone care and showcasing the positive relationships they enjoy.

## Business Development

We successfully recruited to the role of Head of Business Development. This key role will look to drive our competitive tendering process and strengthen our relationships with Health and Social Care Partnerships and commissioners across the country.

## New frameworks

During 2024-25 we were successful in being appointed to two new frameworks in Aberdeen - Supported Living and Complex Needs. In addition, we were successful in bidding and being added to Supported Living Frameworks in South Lanarkshire and Renfrewshire - both new geographical areas for Cornerstone. We hope to develop new services in these areas in the future. Following a competitive tender process, we were delighted to retain our long-standing Forrest Walk Service in Uphall, West Lothian where we have been delivering care and support since 2011.

## Sexual Harassment Policy

In response to the changes to the Worker Protection Act October 2024 which strengthens protection for workers against sexual harassment, we introduced a Sexual Harassment Policy and rolled out related e-learning and line management training. This will ensure that Cornerstone is equipped to comply with this new legislation and fulfil our duty of taking reasonable steps to prevent sexual harassment.

## Learning and development opportunities

We continued to invest heavily in learning and development opportunities for our colleagues. Our Training Academy delivered 473 classroom training days to 3,691 learners, and our colleagues completed 17,834 of our e-learning courses. Our Qualifications Centre supported 128 colleagues to successfully gain vocational qualifications including SVQs and PDAs in subjects across social care, business administration and management.



# Cornerstone SDS



## Cornerstone SDS client feedback:

“ I was nervous about managing my own budget, but you made it simple. I’m so much more confident now, and I know I can make it work for me. ”

“ Whenever I had a question, your team was there. It made such a difference knowing I had someone I could trust to guide me through it - thank you. ”

“ Thanks to your help, I’ve used my SDS budget to do things I thought were out of reach. I feel more independent. ”

“ I didn’t know where to start with SDS, but your team explained everything so clearly. It made the whole process feel a lot less scary. ”



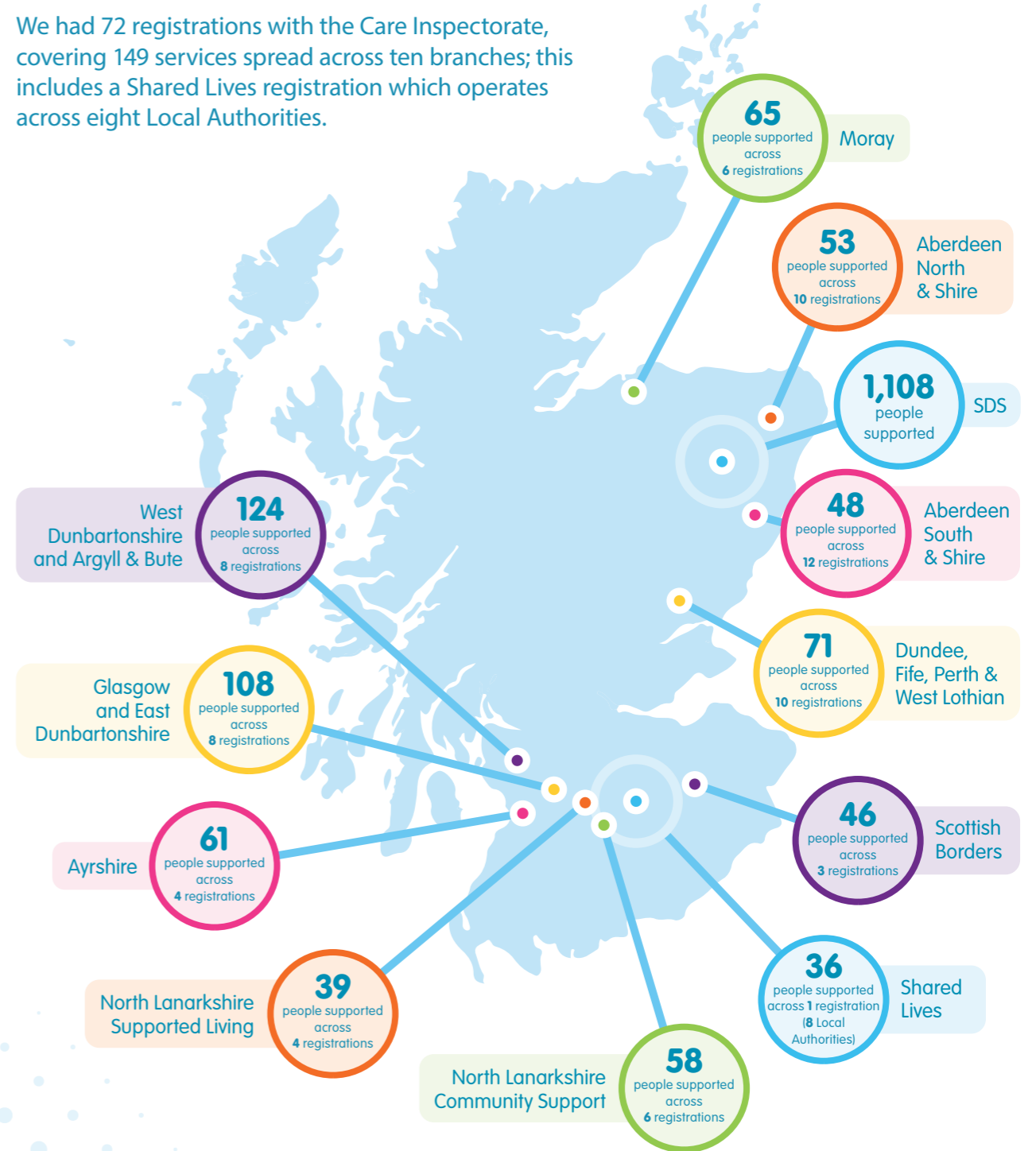
## 10 year anniversary!

The SDS team, together with their esteemed clients and professional partners, celebrated a remarkable 10 year anniversary at the Inverurie Office in 2024. For a decade, the team at Cornerstone SDS has been providing valuable information and advice throughout Aberdeen and Aberdeenshire, as well as offering care support within the community. The event was a tremendous success, filled with delightful cakes, coffee, and engaging conversations. Congratulations to Cornerstone SDS on this remarkable milestone.

# At a glance

During 2024-25 we supported 1,817 people across Scotland through a variety of care and support services, and our SDS Advisory Service.

We had 72 registrations with the Care Inspectorate, covering 149 services spread across ten branches; this includes a Shared Lives registration which operates across eight Local Authorities.



# Quality assurance

## Our commitment to excellence and regulatory compliance for the people we support

At Cornerstone our unwavering commitment to quality assurance is integral to both our core values and our obligations under legislation and from our regulator the Care Inspectorate.

Over the last year the Continuous Improvement and Learning team have focussed on developing a standardised quality framework of quality measurement, which will enable data driven improvements and collaborative service development, to maintain high standards of care for the people we support.

Our framework proactively monitors and evaluates our services through internal audits, policy and reviews along with our active engagement with the people we support their families, friends, their representatives, our colleagues and other stakeholders.

This dynamic approach is to ensure we consistently meet and strive to exceed high standards that are expected from us. Identifying areas for continuous improvement and learning whilst maintaining a safe, supportive, empowering and inclusive environment.

Our dedication to quality assurance reflects our commitment to providing exceptional care and support, building trust and achieving positive outcomes for those we support, while diligently fulfilling our regulatory responsibilities.

Our Continuous Improvement and Learning Team continue to work in collaboration with our Operational and Training Academy colleagues to ensure we continually meet the needs of the people we support whilst maintaining high quality standards.

The Care inspectorate quality frameworks, which reflect the Health and Social Care Standards (HSCS), are used by inspectors (and Cornerstone) to evaluate and provide assurance of the quality of care and support during each inspection.

Over this year, we welcomed a total of 44 inspections from the Care Inspectorate, 25 were graded 4 and above. Where we didn't manage to achieve our target grades, some recruitment challenges had been flagged and plans were put in place to resolve these issues. This included investing in the creation of more specialised roles for some services. Through our Continuous Improvement and Learning Team we also further strengthened our quality assurance practices; enhancing collaboration, service improvement planning, training and more proactive monitoring.



A snapshot of recent inspections in North Lanarkshire and West Dunbartonshire and Argyll & Bute give a good indication of the areas typically assessed as part of an inspection, as well as a sample of findings and feedback provided.

Our Airdrie and Coatbridge Housing Support Service supports 24 people and as part of their inspection in June 2024, the Care Inspectorate team had conversations with the people supported, relatives, staff and other professionals as well as making observations, documentation reviews and considering questionnaire responses. The inspection evaluated key aspects of the service against the following key questions:

- How well do we support people's wellbeing?
- How good is our leadership?
- How good is our staff team?
- How well is our care and support planned?

Each of these statements were graded 5 – Very Good

The Care Inspectorate noted that:

"People were fully involved in planning their care and support and the service had taken account of the importance of matching staff to people, along with the considerations of compatibility and continuity".

"People and their families were very happy with the support they received and spoke very highly about the service, with many staff having developed meaningful relationships with the people they support".

"People were enabled to get the most out of their day with options to develop and explore their interests and aspirations. A range of communication techniques were used including technology to ensure that everyone who wished to could communicate their hopes, wishes and preferences".

There was a stable leadership team who had a clear understanding about what was working well and what improvements were needed within the service. Leaders ensured that the outcomes and wishes of people using the service were at the centre of improvements and people benefitted from personal plans that were regularly reviewed, evaluated and updated involving other relevant professionals.

Staff training with specific health care conditions had also been facilitated to ensure that staff were up to date with best practice and staff had the necessary skills, training and competence in adult support and protections.

Our Waterfront service in Garelochhead was inspected more recently in March 2025 and received encouraging grade 4's for key questions 1,2,3 and 5:

- How well do we support people's wellbeing?
- How good is our leadership?
- How good is our staff team?
- How well is our care and support planned?

Inspectors noted that:

- People benefitted from positive relationships with a motivated staff team.
- The service promoted a culture of mutual respect and collaboration.
- A range of creative activities were available to people.
- Assessment and support planning were being developed.



Following a recent competitive tender process, we were delighted to retain our long-standing Forrest Walk Service in Uphall, West Lothian where we have been delivering care and support since 2011. A care inspection, in November 2024 awarded grade 5's for key questions 1 and 3.

"There was a warm, welcoming atmosphere in the care home."

"Staff knew people well and respected their choices and preferences."

"People were proactively supported to maintain their health and wellbeing."

"Managers were ensuring that staffing levels met people's needs."

Rosa is supported by our Forrest Walk team in West Lothian and has become a regular on interview panels as part of Cornerstone's commitment to the Charter for Involvement and ensuring the people we support and/or their families are involved in our recruitment process and decisions. Some of the questions Rosa has chosen to ask candidates include 'Can you cook?' and 'How would you feel supporting me at an activity later at night?' We asked Rosa what she enjoys about being part of the interview panel:

"I love helping with interviews because it means I get to talk to lots of new people. I get to choose and ask questions and can always tell whether someone will be a good fit for the team. Interviewing for my support team makes me feel included, involved, and important."

Rosa's involvement was initiated by Lead Practitioner, Aimee McCabe and Service Lead, Marrianna Nelson who shared, "It is always a pleasure to have Rosa join us on the interview panel, it's a great way to show that their opinions matter to us and for the people we support are involved in decisions about their care and support. Rosa is also able to bring a totally different perspective to the interviews, she can describe Forrest Walk life to candidates from her point of view with ease. We also invite and encourage candidates to ask Rosa questions at the end of their interview, a part of the process that she particularly enjoys.



care inspectorate

Scan the QR code to view all our Care Inspectorate reports or visit the website below:



[www.cornerstone.org.uk/pages/faqs/category/care-inspectorate-reports](http://www.cornerstone.org.uk/pages/faqs/category/care-inspectorate-reports)

# Our people

1,680  
total colleagues\*

888  
part-time colleagues

473  
full-time colleagues

319  
relief colleagues

\*As at 31 March 2025



18.6%

Employee Turnover  
(target is to achieve less than 24.5%).



10.92 days

Average days lost due to sickness  
(target was 12 days).

## Sickness absence

We have reduced sickness absence by a third, from an average 18 lost days per person in 2022 to average of fewer than 11 days lost per person per year in financial year 2024-5, saving an estimated £600k per annum in sick pay. In comparison, sickness absence has been increasing in our sector, according to the CCPS Annual Benchmarking report it was 9.6 days lost in 2022, rising to 11.86 in 2023. (We have not received the sickness information for 2024 from the Benchmarking report as yet). As importantly as the monetary savings, this puts around 10,000 days of capacity into the services: days that managers don't need to find cover for, 10,000 fewer days of overtime, relief shifts or agency workers in a year.

## Employee turnover

We have reduced employee turnover by 14% in the past year, from 21.7% in financial year 2023-4 to 18.6% in financial year 2024-5. This includes reducing the proportion of new hires leaving within the first six months from 37.6% in financial year 2023-4 to under 30% for the first six months of financial year 2024-25, and we expect to see this continue to come down. In comparison, the last CCPS benchmarking report shows average turnover in the sector rising from 19.5% to 24% over this period.

Part-time and relief colleagues made up 72% of the work

# Customer satisfaction survey

In addition to Care Inspectorate inspections, we also proactively sought feedback from the people we support, their families, guardians, health and social work professionals and other key stakeholders through the Cornerstone customer survey. The survey can be found on the Cornerstone website as well as being actively promoted by Branches and services. There is also a link to the customer survey on every Cornerstone mobile device.

In the year from April 2024 to March 2025, 131 surveys were completed, which is 18% of the people we support. Responses came from a variety of different people associated with Cornerstone, with family members representing the majority (68%) of respondents. The survey can be completed anonymously; however, respondents have the option to submit their name and contact details and 76 people (58%) chose to do so.

Ratings have either stayed around the same or increased across most indicators compared to last year. The vast majority of responses were very positive, commending the care and support and professionalism of staff.

Comments which suggest improvement often relate to inconsistent communication between the teams and/or managers and family members, and difficulties in consistent and sufficient resourcing of the services.

Quality Improvement colleagues monitor the incoming responses and any exceptional or concerning, are forwarded promptly to the relevant Branch Leader for action and/or shared learning as appropriate. All complete surveys are collated and sent out to the Branch Leaders at the end of each month.

## Would you recommend Cornerstone?



98% of the 127 people who answered said they would recommend Cornerstone. This represents a small increase from 93% last year.

### How caring are Cornerstone staff members?



99% of the 128 survey respondents rated Cornerstone staff as excellent or good. This is slightly higher than last year's figure.

### How professional are Cornerstone staff?



129 people answered this question. 97% of respondents rated Cornerstone colleagues' professionalism as either excellent or good, in comparison to 92% last year.

### Are you happy with Cornerstone?



Of the 128 people who answered this question, 98% said they were happy with Cornerstone. This is an increase from 95% last year.

### How well do Cornerstone involve the people they support and families in planning?

90% of people thought Cornerstone was either good or excellent at involvement in comparison to 88% last year.



Additional information, quotes and comments from the survey respondents can be found throughout this report.



## From finger lickin' chicken to working in the health & social care sector!

### Support Practitioner, Holly Hutchison tells why she made the leap to work in care at Cornerstone.

Holly worked as a team member at KFC for 7 years, she'd always been interested in the care sector but struggled with her confidence, so put it off for a number of years.

For most of our Support Practitioner roles, experience isn't essential, we recruit on values and transferrable skills and after seeing an advert for our new service in Dundee and some encouragement from her family, Holly decided it was time to apply.

Holly explained 'I wanted to make a good impression with my application, so spent a lot of time making sure I answered the application questions well and made sure I spoke about the transferrable skills I had through life and working at KFC'. I must've made a good impression as I was contacted quickly and invited for an interview.'

'The interview wasn't nearly as nerve wracking as I thought it would be, it was actually really welcoming and I felt I could just be myself.'

We asked Holly what she's enjoying most about her new job and she said 'I enjoy making a difference to the people we support's lives and putting a smile on their face, through the good and the bad days, I like that they can rely on me helping them to reach their goals and achievements and we also have lots of fun.'

'The thing that has surprised me the most is that coming to work doesn't feel like you're working, I feel part of a community. The job can be challenging sometimes, but it's very rewarding and makes it all worth it.'

Holly's advice to anyone considering a career in the care sector: 'Do it, it's the best thing I've done. Be prepared to work hard and don't be afraid to ask questions... every day will be different.'

# Training, learning and development

Our Training Academy has a significant operational role in supporting the organisation to safely and effectively deliver the highest standards of care and support which meet and exceed the complex health and social care regulations that govern our sector.

**In the reporting period 2024-25:**

**3,691**  
class places  
were attended

**17,140**  
e-learning courses  
were completed

**52,365**  
completed  
learning hours

We are committed to designing engaging and interactive learning events that provide colleagues with the opportunity to practice skills, hands-on in a classroom environment. This approach ensures that colleagues leave the classroom ready to put their learning into everyday practice. Lead Practitioners support colleagues to apply their skills by using a skills matrix, competency observations and supportive feedback. Colleagues are then able to further develop their skills on the job naturally. This approach enhances the lives of the people we support, builds colleague confidence and promotes a commitment to continuous learning. It also ensures all colleagues are equipped with the skills, knowledge and understanding to demonstrate they work at the required level to evidence their Social Services and Healthcare qualification. In the reporting period, we supported 128 colleagues to successfully gain vocational qualifications including SVQs and PDAs in subjects across social care, business administration and management. These were across the following awards:

**3**  
Care Services  
Leadership and  
Management two units

**8**  
Care Services Leadership  
and Management CSLM  
SCQF 10 SVQ

**11**  
Modern Apprenticeships  
Social Services and  
Healthcare SCQF 7

**3**  
Business & Administration  
SCQF 6 SVQ

**1**  
Management  
SCQF 9 SVQ

**11**  
Social Services and  
Healthcare SCQF 6 SVQ

**63**  
Social Services and  
Healthcare SCQF 7 SVQ

**14**  
Social Services and  
Healthcare SCQF 9 SVQ

**14**  
Professional Development  
Awards in Supervision

Our Training Academy is continually adding to the suite of qualifications on offer. This year saw approval to deliver the Business & Administration SVQ at SCQF 8, meaning business support colleagues have a wider choice of qualification at SCQF levels 5, 6 and 8 for this award.

Beyond compliance with our regulators, good training and qualification support is a critical part of our employee value proposition. In a recent colleague survey (September 2024) we asked our colleagues to rate how highly they valued our training and qualifications support, with 1 being 'not at all' and 5 being 'very much', and it was rated at an average 4.3/5, making it the 3rd highest rated benefit out of 14, just behind our pension and death in service benefits.

“

I have felt fully supported and encouraged by my assessor to get the most out of my learning during this qualification. I am thoroughly enjoying writing about my work and role; it has given me so much reflection in my work practice. From the get-go my assessor was warm, approachable, and friendly. I had some health concerns while completing my SVQ which resulted in absence and the assessor was fully supportive, understanding and extremely caring towards me!

“

The whole experience has been rewarding for me. As a woman of a certain age, it has been an achievement. It has made me more confident; I loved doing all the qualification but mostly reflecting on my practice, thank you for everything.

“

Working with my assessor has honestly been so easy and our partnership flowed very naturally. My assessor supported me massively throughout every reflective account, endless questions I asked and moments of self-doubt I faced and never once made me feel like I was just another candidate completing a Qualification she also was extremely considerate and caring throughout.

“

I wanted to gain a qualification on my job making a difference in people's life even though I was confident on my job I have learned so many new things It has really helped on my computer skills and also helped me to know understand and apply the legislations and the codes of practice in my role.

**Francis Collier just completed his SVQ in Social Services and Health Care 7** after a change in career. Francis is a support practitioner working in one of our complex care services. His manager said “We at the service are so proud of Francis and that he chose to complete his qualification with Cornerstone. It has made a huge difference to the person he is supporting and to the service as a whole. Thank you and well done Francis!”

“

I cannot adequately express my appreciation over the excellent support I received throughout the SVQ programme from my assessor, whose assistance and approachability was second to none. This made the whole SVQ process much more straightforward than it otherwise might have been, and I feel that I got a lot more benefit out of the whole process than I might have done otherwise. Many thanks to everybody involved in supporting me through my SVQ.



# Progressing our aims

## Strategic aim 1

### Expert provider

“

I have been in other care sectors prior to Cornerstone and feel that you have won a watch when having Cornerstone care.



## Providing expert care and support

Paul Brown is one of the people we support in North Lanarkshire. He has a very rare condition called Robert's Syndrome, with restricted movement in both of his arms, and both of his legs were amputated as a young adult. Paul also has visual and hearing impairments and asthma. COVID had a significant impact on Paul's health, weight, mobility and mental health; he stopped attending activities that he previously enjoyed such as swimming and rebound therapy.

However, with the recent expert help of his fantastic support team he has been able to transform his life!

In Spring 2023 Paul was presented with the idea of joining a gym by one of his support staff. He watched videos of the gym and liked the idea of having big muscles and getting stronger. Setting a fitness challenge, the team encouraged and accompanied Paul to a gym where they had managed to negotiate discounted 1:1 personal training sessions to fit Paul's budget. Working closely with his brilliant PT and by making adaptations, Paul's strength has now tripled. He can now get in and out of his wheelchair independently again; has not had any more asthmatic episodes or chest infections and now actively looks for healthy options for his meals at the supermarket.

With the support of Cornerstone and Daniel at Blueprint Fitness, Paul has flourished physically and mentally and now has a hugely positive outlook day to day. He has become a social butterfly again, always looking to talk to others and sharing in their life experiences.

Paul's Mum, Maggie told us: "Going to the gym has had a hugely beneficial impact on both Paul's physical and mental wellbeing. His focus and determination to do the best he possibly can are evident every time he goes for a workout. He has developed a greater desire to improve his health and diet and the enjoyment he experiences at the gym is a real driving force. Due to the creativity of his personal trainer Daniel, who has developed a bespoke fitness programme for Paul, he is able to access a mainstream, community facility which,



until recently, seemed completely unachievable. As a result of this team approach from the staff both at Cornerstone and Blueprint Fitness, Paul's life has been improved for the better."

**It's been a pleasure getting to know and train Paul over the past year, not only does he brighten up the gym with his vibrant personality, but has overcome every challenge I have set him to date. I look forward to the path and work we have ahead.**

**Daniel**

Superstar Paul was the winner of North Lanarkshire Supported Living Branch's Mary Williamson Award at the 2024 Star Awards, and was also presented with the Overall Outstanding Achievement Award! In addition Paul kindly agreed to be the face of our 2024 Christmas Fundraising campaign and featured on the front of our Christmas card too! We also had the opportunity to make a powerful short film with Paul at the gym which you can watch on our YouTube channel: [@CornerstoneScotland](#) or by scanning the QR code.



Hazel Brown, Chief Executive of Cornerstone commented: "Huge congratulations go to all our award winners, runners up, those awarded highly commended and our long service colleagues. What a wonderful day, with a very apt, 'Cornerstone at

## Developing expertise

Our Training Academy continues to play a critical role in supporting the development of our workforce.

### The Academy aims to:

- Continuously improve the people we support's quality of care and outcomes through building a competent, confident, qualified and skilled workforce.
- Support the development of new organisational capabilities in complex care to enable people with complex needs to be successfully supported by Cornerstone to live the lives they choose.
- Provide cohesive and visible development opportunities and career pathways for our colleagues to progress their personal and professional development.

In partnership with operational colleagues and our recognised union UNISON, our Training Academy has designed three core training and development programmes, connected by development pathways and reflective of our strategy and values. In 2024 we launched the largest of these programmes, the Professional Practitioner Programme; a competence and behavioural development programme targeting our frontline Support Practitioners. The Complex Care Programme, designed for our services commissioned as complex care, is based on the principles of positive

behaviour support, and is currently in pilot. The Person-Centred Leadership programme, aimed at our first and second line service leadership teams is in the final stages of development to be piloted in 2025.



In September 2024 we launched Autism classroom training which has had excellent feedback from learners, and we are currently piloting Learning Disabilities classroom training. Our trainers are accredited to deliver Conflict Resolution training, as part of our Complex Care Development Programme, alongside Active Support and Positive Behaviour Support classroom training. All our Lead Practitioners and Service Leads in Complex Care services are enrolled upon and working towards formal qualifications in Positive Behaviour Support leadership.



## Recognising expertise

We recognised and celebrated the long service and outstanding work of colleagues across the organisation at our fantastic Star Awards in Dundee in October 2024, as well as applauding the amazing achievements of the people we support and our fundraising supporters. With the theme 'Cornerstone at the Movies' many of our guests really went to town with their fancy dress and props!

The awards attracted almost 100 nominations across six categories and also saw 85 colleagues recognised for either their ten, twenty, twenty-five or thirty years long service, representing a cumulative 1,235 years of dedication and commitment. At the end of the event, guests were treated to a very special performance of 'Tiny Bubbles' from Scott Goodfellow, one of the many talented people we support in the Scottish Borders. Scott also features in our new Cornerstone film which was premiered at the 2024 Star Awards. You can watch the film on Youtube by clicking here.

the Movies' fancy dress theme! It was great to be able to gather everyone together and celebrate the great work that Cornerstone does across the country, providing vital care and support to people with learning disabilities, autism and complex care needs and helping them to live their best possible lives! I would like to thank Toby Rider, Decommissioning Superintendent of CNR International for their continued support. Without them this ceremony wouldn't be possible. And also to Malcolm Reid from Complete IT who kindly provided the sweetie goody bags and notebooks, and of course to the Lord Provost of Dundee, Bill Campbell for his assistance with presenting our Long Service Awards too. You are all stars!"

Helen Millan (pictured left) won the Colleague of the Year (South) category at the 2024 Star Awards. She joined Cornerstone's Scottish Borders Branch in 2021 having never worked in social care previously. She quickly settled into the role working with primarily young females with learning disabilities but more pertinently with a history of trauma. Helen very quickly developed strong professional relationships with all of them. She has become the go-to person not only for her colleagues but also other health and social care professionals.

Many of the people we support see Helen as a guiding spirit who has an uncanny ability to move things forward in a positive way. She recognises that the people we support have the right to make choices that we might

not always agree with, but will gently guide them to understand what a better alternative might be, without imposing. She has been pioneering in developing ways of communicating with people we support that help create good outcomes for them as individuals. She has great listening skills, is very observant and understands how individuals present in different circumstances. She is always professional and helps to guide others in the team.

Helen has worked tirelessly for the people we support often speaking up for them (with their agreement) but

also encouraging them to try new activities. She uses her expert skills to help them be more independent and ensures they are always heard.

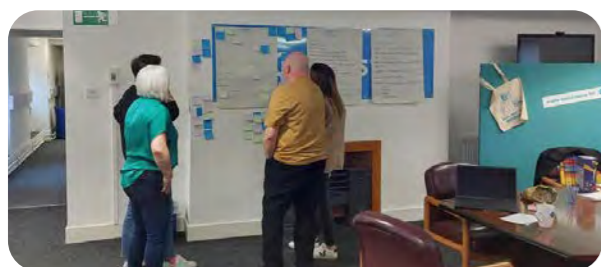
During a recent Care Inspection one sector professional feedback that "Without the care [of Helen and colleagues] my clients would undoubtedly be in a far poorer state of health and well being".

Her nominator said quite simply: "Helen has an ability to lift people's mood and bring light on the dark days."



Without the care [of Helen and colleagues] my clients would undoubtedly be in a far poorer state of health and wellbeing

### Access Model Office update



Work on the Access Model Office project continues with processes and training for Access People Planner and Access Care Planning rigorously tested and approved through pilots run in early 2025. With the roll out now in full swing, nearly a quarter of our operational teams are already using the new ways of working, with the remainder of our operational colleagues to follow throughout the year. We know that the real success of the project will be defined by our persistence in applying this training across the teams well into the future. With this in mind, users have 24/7 access to a full suite of user guides and a project newsfeed, as well as dedicated support areas for their day to day questions.

Each service is a bit different from the last, making every roll out interesting but challenging, and with consistency being absolutely critical, the project team face an ongoing challenge to ensure the training is not only uniform, but meaningful to each team and their specific needs. Striking this balance is certainly one of the biggest challenges we face as a project and as an organisation.

In spite of the challenges, great improvements can already be seen in data quality and reporting in Access People Planner and Access Care Planning, allowing us to better support our payroll processes and better understand and improve on the quality of support we provide. We are excited to finish the year ahead strong, bringing the Access Model Office project home and seeing the benefits of all that hard work!

### Complex Care Model Service

As part of our work to define a Complex Care Model Service we have been working closely with our team in New Deer in Aberdeenshire to identify successful approaches, protocols and recommendations that will further enhance future complex care services.

Over the past year, investment has been made to allow for a new Complex Care Practitioner role profile to be embedded and remunerated, and which appropriately recognised the skills, demands and pressures specific to these types of services. In addition, a specific advanced training pathway has been identified for Complex Care Lead Practitioners and Complex Care Service Leads through Bild's BTEC Diploma - Practice Leadership in Positive Behaviour Support, with appropriate funding allocated. The diploma comprises five units:

- Understanding behaviours of concern and the role of positive behaviour support
- Developing capable environments
- Practice leadership, interactive coaching and active support
- Functional assessment and intervention
- Reducing restrictive practices

Importantly the diploma allows colleagues to put learning directly and immediately into practice, improving the life of the person they support and helping to make positive changes for them. It also focusses on reducing restrictive practices and supporting human rights.

Our emerging Complex Care model is now underpinned by six key elements; skilled staff, effective leadership, financial sustainability, collaborative working, supportive environment, person-centred practice. Whilst much has been done to progress the model, it is important to note that adequate funding and financial sustainability will be critical in determining future opportunities and roll-out of the model across the organisation.

# Strategic aim 2

## Best employer



By focusing on a good work-life balance, (including initiatives like a four day week and having our rota live at the minimum of a month in advance), the service has found that our turnover has reduced. Moreover when we do advertise we have a high number of applicants. Our last recruitment campaign generated a high number of applicants with prior knowledge and experience.

**Tracey Turnbull, Service Lead, Scottish Borders**



My management team have shared that they feel this past year has been the best for the Branch and they have never felt more close as a team.

**Pauline Forbes, Branch Leader, Dundee, Perth, Fife and West Lothian**

# BEST TRAINING AND SKILLS DEVELOPMENT INITIATIVE

# CORNERSTONE



## Top Employer Awards

We were delighted to be announced as winners of the 'Best Training and Skills Development Initiative' category at The Herald's Top Employer Awards in October 2024! The award was presented in recognition of our new Professional Practitioner Programme which aims to give new Support Practitioners at Cornerstone the best possible start to their career in social care and support them right through to achieving their qualification.

The award is true testament to the ambition, determination and hard work of our teams and aptly recognised the innovative approach taken, as well as the importance we place on supporting our new colleagues.

“Cornerstone were chosen for their bold values and remarkable growth, becoming one of Scotland's largest third-sector care providers. Their robust three-stage training programme has effectively addressed recruitment and retention challenges, reducing turnover. Supported by staff and business alike, the initiative impressed with strong testimonials and a clear impact on employee development.”

## Financial Times UK's Best Employers 2025.

We were also delighted to be recognised in the Financial Times inaugural edition of the UK's Best Employers 2025 ranking. The listing is based on independent research carried out by market research company Statista, which surveys more than 20,000 employees in all industry sectors across the UK seeking direct evaluations (internal) and indirect recommendations (external). It was through this process that Cornerstone stood out and was recognised as one of the top 500 companies receiving the highest total scores.

## Listening to our colleagues

Every new colleague who joins our organisation receives a link to complete our 'Welcoming Survey' after their first three months. The survey asks for feedback on our application process right up to their first couple of months working in their new jobs.

Along with helping us to identify what we are doing well, the survey highlights areas that we can improve on and supports us to act quickly when a new colleague's journey hasn't met our usual high standards.

The survey results are included in our quarterly People Committee reports and are also shared with our Wider Leadership Team to ensure that we can improve the way we do things for future colleagues joining our team.

The welcoming survey has given us great insight; from helping the organisation to recognise the need for a review of our induction process to highlighting that some colleagues were having trouble understanding their payslips, resulting in changes being made to ensure that our payslips were easier to understand.

Independently accredited  
menopause friendly  
employer



## Menopause Awareness

In September 2024 we were awarded a Highly Commended in the 'Menopause Friendly Employer of the Year' category at the industry-recognised 2024 UK Menopause Friendly Employer Awards.

The Awards celebrate and recognise excellence among organisations and individuals going above and beyond to offer support; embedding menopause into organisational culture and transforming the workplace experience for all.

We are really proud of our Highly Commended, particularly given we were up against some really stiff competition including the likes of Leicestershire County Council, the Nuclear Decommissioning Authority, Specsavers, Thames Valley Police and the eventual winner BAE Systems.

We couldn't have been recognised for our transformative work without our project partners The People Portfolio, and we would like to thank them for working so diligently with us on this project.

In February 2025 we were also invited to host a seminar about our Menopause Awareness Project at 'The Gathering' in Edinburgh, the largest free voluntary sector event in the UK, run by the Scottish Council for Voluntary Organisations (SCVO).

Over 70 guests from a wide range of third sector organisations across Scotland came together to learn more about our award-winning Menopause Awareness Project and our journey to achieving first-in-sector Menopause Friendly accreditation in Scotland.

### We discussed:

- The strong business case around being Menopause Friendly when it comes to recruiting, engaging and retaining women of menopausal age and adopting Fair Work principles
- How to develop menopause awareness in the voluntary sector
- The impact of our Menopause Awareness Project for both colleagues and the people we support

With some great feedback and questions, it was great to see delegates committing to action, with a view to trying to improve menopause awareness and support within their own organisations.

“We are absolutely thrilled for you and your team on picking up this well-deserved award. Your dedication and hard work in creating a menopause-friendly environment have truly paid off, and this recognition is a testament to everything you've achieved.”

**Deborah Garlick, CEO of Henpicked**

## Fair Work Partnership Forum

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 designated, representative and central forum within the organisation where colleagues work together to effect change and improvements.

The Forum's achievements in 2024-25 are as follows:

- Asked questions through the Teams chat function to colleagues on Fair Work to help draw up themes to inform future actions and priorities.
- Gave input into the HR Strategy through agreeing survey questions to share with all colleagues, which helped inform the Strategy.
- Gave input into the revised changes made to policies following changes to employment legislation.
- Gave input to the Star Awards shortlisting process.

## Job Evaluation

Since the Job Evaluation procedure was agreed with our partners UNISON in 2023, we have been re-evaluating all our roles to ensure they are appropriately graded. To date we have re-evaluated and validated 63 roles, covering all roles in service delivery, IT, Admin, Continuous Learning & Improvement, Business Development, and most of Payroll/ Finance.



# Strategic aim 3

## Stable and sustainable



### Overview

In the 2024–25 financial year, Cornerstone has demonstrated resilience and adaptability in the face of a challenging external environment. Through a strategic focus on operational efficiency, opportunity maximisation, and collaborative engagement with Local Authorities, the organisation has successfully mitigated financial risks. Cornerstone has maintained its position of not subsidising local authorities.

### Financial Performance and Risk Management

Cornerstone has established a strong financial base, enabling the organisation to continue to build reserves. This financial stability has been critical in supporting our long-term strategic objectives and ensuring continuity of service delivery.

Cornerstone has continued to report a positive net income for the fourth consecutive year, further reinforcing its strong financial position. Cornerstone has maintained sound financial and fiscal management, upheld financial discipline and ensured a balanced approach between strategic investment and financial sustainability. Its decision making has been pragmatic and adaptive.

The organisation's balance sheet has strengthened, reflecting prudent financial management. Notably, there are no outstanding borrowings subject to variable interest rates, significantly reducing financial risk and enhancing long-term sustainability.

### Strategic Focus on Sustainability

Sustainability remains a central pillar of Cornerstone's strategic plan. It underpins our ability to invest in the resources necessary to meet operational demands and to maintain our position as a leading provider of social care services. Despite ongoing funding constraints and externally driven cost pressures, the organisation continues to ensure that all services operate in a financially viable manner.

### Workforce Investment and Sector Advocacy

Cornerstone's mission is to be both an expert provider of social care and an employer of choice. Achieving financial stability and sustainability enables continued investment in our workforce, which is essential to delivering high-quality care and support.

The organisation remains actively engaged in sector-wide advocacy, both independently and in collaboration with the Coalition of Care and Support Providers in Scotland (CCPS) and trade union partners. We are focused on continued efforts to ensure the Scottish Government understands that it must resolve underfunding within the sector, deliver fair pay for the social care workforce and it must address the persistent challenges of recruitment, retention, and pay within the sector.

**Lynn Wallace, Director of Finance**



Much of the progress made under Strategic Aim 3 is evidenced within the Financial Review, Governance and Financial statements sections of this report. However other projects and initiatives have also served to strengthen our stability, build resilience and support sustainable future developments.

### A brand new Scottish Borders hub

We were delighted to officially open our new Cornerstone Connects Hub in Galashiels in September 2024, securing a 7+years lease.

Fully adapted to meet the needs of adults with learning disabilities, physical disabilities, complex care needs and autism, the hub offers a safe and friendly environment and access to a wide range of outcome-based activities and learning opportunities that will help the people supported to reach their full potential. There is also a fully accessible sensory room, Changing Space, activity kitchen, physio and therapy room, tech and multi-media room, bookable meeting space, a common room and sensory garden.

Andrew McInnes, Scottish Borders Branch Leader said "We were delighted to officially open our new hub and to welcome so many of the people using our services, their families, and other special guests. The Connects Hub allows our Scottish Borders Support Service team and Care at Home and Housing Support teams and Shared Lives team to work even more closely together and we look forward to developing what is on offer at the hub in close consultation with the people we



support, their families and our Health and Social Care Partnership colleagues. We are confident that with our person-centred approach the new hub will go a long way to increasing social inclusion, reducing isolation, promoting independence, encouraging participation, and improving the health and wellbeing of the people we support."

Activities and opportunities planned are both building-based and local community-based and include everything from early morning, evening, and weekend clubs, and 'Cuppa & Catch Up' events to doors open days and hosted visits from a range of NHS Borders healthcare professionals. The service also provides an important alternative to respite support for families and people supported.

Chris Myers, Chief Officer, Scottish Borders Health and Social Care Partnership and Integration Joint Board, said: "This [opening] represents the significant amount of work that has been undertaken by Cornerstone to identify and establish a suitable setting in the central Borders to deliver their services from. I wish Cornerstone, their service users and family carers all the very best as they settle into their new environment with all the benefits that this will bring."



### Investing in our workforce through Modern Apprenticeships

We generate an income from our delivery of Modern Apprenticeships, adding qualifications to our own workforce and supporting other social care organisations to do the same by utilising available funding streams.

In March 2025 we marked Scottish Apprenticeship Week, spotlighting the commitment and learning of our Modern Apprenticeships across the country. With over 34 Modern Apprentices currently enrolled, the programme gives those looking to pursue or develop a career in health and social care the opportunity to gain a sector-recognised qualification whilst working in a paid role.

Gabe Balogh is a Support Practitioner in Cornerstone's Dundee, Perth, Fife and West Lothian Branch, working at the Craigie service in Perth. He was born and educated in Slovakia, coming to Scotland in 2020. He joined Cornerstone for his first job in social care in July 2011 and is completing his Modern Apprenticeship in SVQ Social Services and Healthcare at SCQF level 7.

Gabe said: "I didn't expect the Modern Apprenticeship programme to be so transformative. The support from colleagues, mentors, and the people I care for has made the experience incredibly enriching and fulfilling. It's also a brilliant stepping stone for future opportunities. If you're someone who enjoys helping others, learning through experience, and making a difference, a Modern Apprenticeship is the perfect way to kickstart your career".

### Investing in our IT infrastructure and security

Following the cyber-attack we were subject to in January 2024, our IT and Digital team have continued to make great strides in improving the stability and security of our IT infrastructure this year. To protect our systems and the data we hold in them, we rolled out a safer VPN, implemented improved email filtering, firewalls, patching and anti-virus, improved our alerting and monitoring provision, and rolled out InTune to allow us to remotely manage all our computers, tablets and mobile phones. We have also implemented an improved backup and recovery system to enable us to recover more quickly from any potential incident. We also upgraded our helpdesk, and are in the process of implementing multi-factor authentication and conditional access for all our colleagues. Looking ahead, we are preparing to start the application process for Cyber Essentials Plus accreditation.

As we celebrate Modern Apprenticeship Week 2025, it is more important than ever to recognise and promote the development of colleagues like Gabe who are part of our Modern Apprenticeship Programme. A Modern Apprenticeship allows our colleagues to invest in their own continuous learning and development, whilst keeping up to date with the latest skills, techniques and regulations. Importantly it also allows people to convert their on-the-job, practical experience into a formal, recognised and required qualification.

**Sheila Gordon,**  
Training Academy Lead

Cornerstone colleagues have been absolutely fantastic; they take care to match the right people to support my daughter. I have got a very, very happy 25-year-old woman who is thriving.

**Susan, Faye's mum from Melrose**



# Future strategy

As we look beyond the horizon of our current strategic plan, we see a compelling opportunity to deepen our roots and build upon the strong foundations we've laid. In an increasingly complex and ever-changing external environment, these foundations will serve as the bedrock that helps us navigate future challenges with confidence and clarity of purpose.

Our people will remain at the heart of everything we do. We will continue to invest in our workforce, nurturing a new generation of inspiring, compassionate, and highly skilled social care leaders. We aim to develop and support the most capable and committed practitioners, individuals who embody best practice and set a high standard for quality care across the sector.

Central to our future is a renewed focus on amplifying the voices of the people we support. Their lived experiences must shape not only the care and support they receive, but also inform how our organisation grows and evolves. We will strive to create meaningful platforms for these voices to influence change at every level, from service design to national policy, ensuring that the sector delivers what truly matters: the ability for people to lead full, active, and self-directed lives, the lives they choose.

We will continue to harness the power of technology, not as an end in itself, but as a means to strengthen impact, enhance efficiency, and deliver measurable outcomes. From improving the quality of care to enabling more agile ways of working, technology will be a key driver in how we grow and adapt.

Quality will remain our defining aim. We are committed to delivering only the highest standard of care and support, and to being able to clearly demonstrate the positive difference this makes in people's lives. Our reputation will be built not just on what we do, but on the transparent and compelling evidence of how well we do it. This commitment will enable us to reach more people, extend our services, and amplify our positive impact.

We will share what we learn, openly and generously, with the wider sector. By working in genuine partnership with others, we will help to raise standards, influence change, and shape a better future for everyone who relies on social care.

We are determined to lead by example, to be the benchmark for excellence that others look to. Together, with those we support and those we work alongside, we will set a standard for the sector to aspire to.

Hazel Brown, Chief Executive



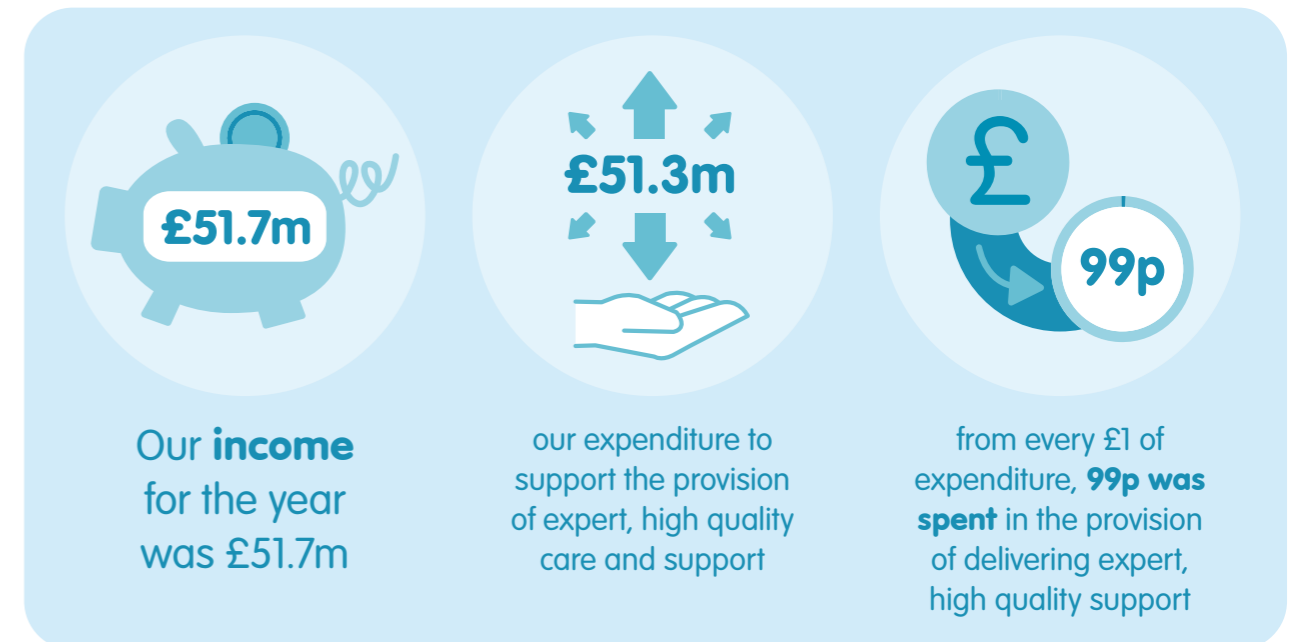

# Financial review

## Financial review summary

During 2024-25 Cornerstone generated income of £51.7m (2023/24 £49.1m), an increase of £2.6m on the previous year, representing 5% growth.

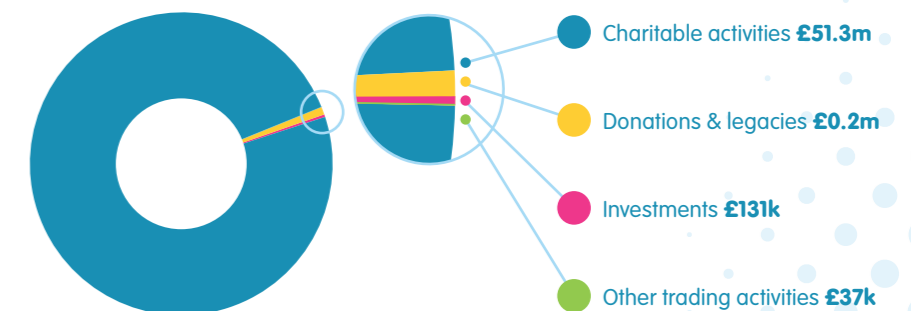
Our expenditure during the year was £51.3m (2023/24 £48.6m), an increase of 5% on the previous year, which reflects our continued financial management.

We ended the financial year with a surplus of £0.5m (2023/24 £0.5m).



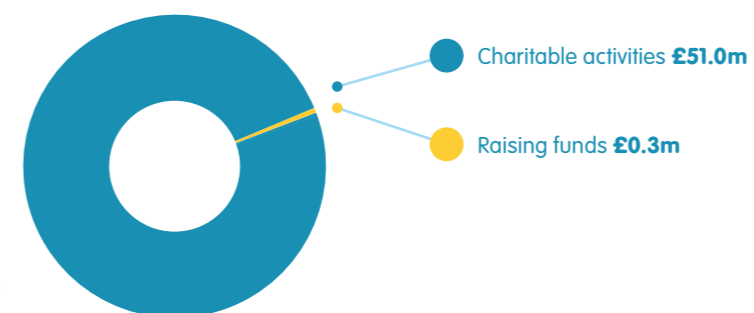
## Income

Total income for the year was £51.7m (2023/24: £49.1m), an increase of £2.6m on the previous year. Income from charitable activities increased by £2.7m, 6%. Donations and legacies income reduced by £0.1m, 35%, when compared to the previous year, an indication of the economic pressures on our donors.



## Expenditure

Our expenditure for the year was £51.3m (2023/24: £48.6m), an increase of £2.6m on the previous year. Expenditure directed to charitable expenditure for the delivery of support increased by £2.7m whilst costs for raising funds reduced by £32k. We continued to operate with efficiency and effectiveness meaning that for every pound spent, 99p was spent in delivering expert, high quality support.



## Funds

During the year we generated a surplus of £0.5m (2023/24: £0.5m). As a result of this our balance sheet maintained its current ratio\* of 1.55:1 (2023/24: 1.55:1) reflective of the continued 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. We have continued to address this and at the end of the reporting period cash funds increased by £2.5m, 38%. Overall, funds held increased by £0.5m, 7%.

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 2025 total reserves were £7.8m (2023/24: £7.3m).

The total free unrestricted reserves net of fixed assets were £4.0m (2023/24: £3.4m). Reserves are split between restricted, designated, and general unrestricted reserves.

### Restricted Reserves, £0.4m (2023/24: £0.4m)

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, £2.9m (2023/24: £3.5m)

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

### General Reserves £4.5m (2023/24: £3.4m)

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

99.3% (2023/24: 99.1%) 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, 4.4% (2023/24: 4.6%) relates to Self-Directed Support. The remaining 0.7% (2023/24: 0.8%) is from other sources including rental income, trading income 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

Cornerstone's Board of Trustees have ensured robust risk management systems which include a risk management policy, how risk management is embedded into management processes to ensure that major risks are being effectively managed, and to ensure that there are procedures in place to control and reduce risk. This involves a planned systematic approach to identification, assessment, and mitigation of risks.

Cornerstone had identified the following key risks:

### 1. Ensuring compliance with working time directive

A working time recording and monitoring group has been established to mitigate for this risk and has reduced the assessment by two thirds.

### 2. Ensuring Fair Work Implementation

Mitigations include ensuring that line managers ensure colleagues experience the dimensions of fair work, and the FAIR Work Partnership Forum assessment of Cornerstone's plans and actions.

### 3. Financial Performance

Funding constraints allied to externally driven cost pressures present the most significant risk. Every effort is made 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.

### 4. Business Continuity

The risk of unexpected or uncontrolled events leading to the inability to deliver quality services. Following last year's cyber-attack, Cornerstone reviewed and strengthened its business continuity plans to ensure we can mitigate against this risk.

## 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.

## 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 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 only borrowing is from Social Investment Scotland. 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.

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.

We are committed to increasing the opportunities for the people we support to be actively involved in shaping their care and support through the Charter for Involvement and other engagement initiatives. In addition, our investment in the Continuous Improvement and Learning team will help the people we support to achieve even better outcomes and further improve the quality of our services.

We will continue to explore and develop new models of care and support in response to changes in Health and Social Care Partnership priorities, Scottish Government policy and, most importantly, in response to the changing needs and desires of the people we support and their families.

As part of realising our expert provider strategic aim we completed our Complex Care Model Service project which informs existing and new services based on what 'best in field' looks like. We will continue to invest in learning and development opportunities for our colleagues as we continue to roll out our comprehensive Professional Development Programmes ensuring everyone has the skills and opportunities they need to do a great job.

We will continue to strive to be the best employer in social care in Scotland, looking for innovative ways in which we can further enhance how we value and reward our colleagues, whilst also working towards our Investors in People Gold award. In addition, we will continue to work closely with the Coalition of Care and Support Providers in Scotland (CCPS) to campaign for improved sector funding and ensure principles of fair work are applied.

As a sector we continue to operate in a challenging and, at times, unpredictable funding and political environment. We acknowledge the financial pressures being experienced by many of our Health and Social Care Partnerships and we will work in collaboration with them to ensure that we continue to provide high quality services with our priority being ensuring the wellbeing of the people we support, our colleagues and the long term sustainability of the organisation.

The strategic report was approved at the Board meeting on 17 September 2025 and signed on its behalf on 20 October 2025 by:

Mr T Dinozzi  
Trustee

# Fundraising

Thanks to a variety of community supporters, corporate supporters, and funders, an amazing £250,905 was raised to help achieve our charitable ambitions during a year of financial challenges felt across the sector.

In 2024-25 our Quality of Life and Service Fundraising Programmes disbursed £57,984 to provide the people we support with the opportunities, home improvements, equipment and technology, and activities to help them to live the best life possible.

## Get your groove on

Our popular monthly, local discos continue to go from strength to strength providing people with a unique, person-centred and accessible event where friends, families and support teams come together to socialise and dance the night away.

Our Aberdeen disco is held in the glittering Beach Ballroom and has been part of the Aberdeen social calendar for more than 20 years. A regular feature of the disco is the Halloween Disco where everyone dresses up in their favourite costume and cuts some spooky moves on the dance floor!

In 2024, the Fundraising Team received funding from the Ina Scott Sutherland Charitable Foundation to ensure that this well loved and supported event could continue throughout the year.

Our Perth disco received a very welcome grant from Perth's Communities Mental Health and Wellbeing Fund, allowing us to move our disco to The Salutation Hotel.

Cornerstone Branch Leader for Dundee, Perth, Fife and West Lothian, Pauline Forbes, said, "We were thrilled to hear that our much-loved disco received the funding it needed allowing us to provide a more central location so more people from the city of Perth and beyond can spend time together and increase their social circle. We are thankful to the Perth Communities Mental Health and Wellbeing Fund for their support of this vital project."

*Supported by the Scottish Government and distributed by Perth and Kinross Third Sector Interface.*



# Challenge events roundup

Cornerstone colleagues literally threw themselves into fundraising in 2024 with record numbers walking the Kiltwalk, abseiling down the Falkirk Wheel and more.



Challenge events kicked off with the Glasgow Kiltwalk in April 2024, Aberdeen in June, Dundee in August, and finally Edinburgh in September.

**31 people we support, 47 colleagues and 26 external supporters walked proudly in their t-shirts, raising over £15,500 for Cornerstone.**



## Zipline the Clyde

In August 2024, five brave colleagues took part in a Zipline the Clyde challenge. Not only did they overcome fears of heights as they were lifted 100m in the air, but they raised a whopping £2,400 for services in Glasgow, East Dunbartonshire, West Dunbartonshire, and Argyll & Bute.

## AJ Bell Great Scottish Run

October saw a colleague and external supporter run the AJ Bell Great Scottish Run half marathon through the streets of Glasgow. Both Sophie and Finn completed the run in mixed weather and terrain, raising over £2,000 for Cornerstone.



## Abseil the Falkirk Wheel

Abseiling the Falkirk Wheel was the event of March 2025. Over two days, 12 colleagues and someone we support raised over £6,000 by abseiling down the 115ft Falkirk Wheel. Despite screams of fear and shaky legs, everyone completed the challenge.

Five brave Skydivers attempted their challenge in August 2024, but the weather was not on their side. Fingers crossed they get to reschedule and we can write about their achievements in next year's Annual Report!



## ITHACA ENERGY (UK) LTD

Our South Aberdeen City and Shire branch was delighted to receive a donation from oil and gas company, Ithaca Energy.

Cornerstone supporter and fundraiser Marc Eddie works for Ithaca Energy, and we were delighted when he came into the Aberdeen office for a photo opportunity with Aidan Severino, Branch Leader, and Carol Tait, Branch Administrator.

The donation will be spent on the Branch Summer Party, where we will be celebrating 45 years of Cornerstone.

## Christmas in a Box

In December 2024 we ran our Christmas in a box initiative in Glasgow, East Dunbartonshire, North Lanarkshire and Aberdeen, after a successful pilot in 2023.

We welcomed a team of volunteer 'festive elves' from The Mortgage Lender to our Glasgow Branch. Everyone showed up in fabulous festive attire and helped wrap 60+ Christmas boxes full of fun and delicious treats for services and people we support across Glasgow, East Dunbartonshire and North Lanarkshire.

We also welcomed seven volunteer 'festive elves' from SLB to our Aberdeen Branch to help wrap and pack boxes for people we support in Aberdeen City and Shire. And goodness did they deliver! They arrived armed with donated Christmas treats and packed, wrapped and delivered special Christmas parcels.

We are incredibly grateful to The Mortgage Lender and SLB teams for their efforts. We also want to say a huge thank you to EnQuest for their contribution towards our Christmas boxes and HSBC for their help to collect the gifts within the Aberdeen and Shire area.

**We can't wait to welcome everyone back to get involved in more Cornerstone activities in 2025!**

## EnQuest Care for Cake

In October 2024, the Fundraising team was invited to the EnQuest office in Aberdeen to host a Halloween Care for Cake event. They had a fantastic time selling our SpOoOKY cakes and chatting to EnQuest employees on the day! The generosity shown was incredible and they raised an amazing £1,050 for the people we support here at Cornerstone.

A huge thank you to Tamara Batten & Gemma Milne for helping us on the day, and to EnQuest for their continued support of the work we do to ensure the people we support can live their best lives possible!



# Our values

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.

**Our 2024-25 customer satisfaction survey asked the question 'How caring are Cornerstone staff members?'**

99% of the 128 people who answered this question rated Cornerstone staff as excellent or good.

“All the staff are good and kind and look after me well.”

“Reliable staff - carers work well in a team and keep in touch with family too. Care is given with respect and kindness.”

“All the staff are wonderful, caring, respectful and loving towards my son.”

“You have been involved with caring for my son for a very long time as long as he is happy so am I.”

“Dealing with clients who have severe impairments requires a lot of caring, understanding and patience, which Cornerstone provide.”

“The care provided for our loved one is excellent and cannot be faulted.”

### Best man

Thomas Mullen is a person we supported within our Ayrshire Community Support Service when he lived at home with his parents. He now lives in his own tenancy and has grown in confidence, coping remarkably well with the transition from a home he grew up in to now having his own tenancy with support from Cornerstone. Thomas' family have been a huge support in guiding this transition and he really has flourished.



Recently Thomas' brother was getting married and he was asked to be the best man! Support Practitioner Charles Wilson supported Thomas to attend the wedding at Bowfield Hotel helping him get ready for the big day and on the 40 minute drive to the venue. They arrived 15 minutes before the ceremony to be greeted by members of Thomas' family. He was proud to be best man for his brother whilst also celebrating his own birthday. A great day was had by everyone! Thomas enjoyed the day so much he was singing all the way home at the end of the night! A great, caring success story for Thomas and his family which the Ayrshire Branch felt very privileged to be part of.

## Love is in the air

Our colleagues' expertise and caring nature allows us to be ambitious in the events we plan with the people we support, ensuring they are accessible, person-centred and inclusive. Our Dundee, Perth, Fife and West Lothian Branch hosted their first-ever Valentine's ball on 14th February 2025 at the Invercarse Hotel in Dundee. It was a huge success with over 170 people in attendance including people we support, families, Cornerstone colleagues, and supporters of Cornerstone. Guests dressed up for a fun-filled night and danced the night away enjoying the welcoming sound of the pipes, a tasty meal and brilliant live entertainment from Scott Goodfellow - one of the talented people Cornerstone supports - alongside Hailstorm Disco.

Pauline Forbes, Branch Leader for Cornerstone in Dundee, Perth, Fife and West Lothian said "It was great to bring so many of the people we support together on Friday night. Everyone had a fantastic night and we raised over £2,500! Scott's live performance of 'Hound Dog' and 'Tiny Bubbles' was a definite highlight and really got the crowd going! We were also able to premiere a new film called 'Rosa's story', featuring Rosa Allen from West Lothian alongside her Support Practitioner Allan Haffenden. It was lovely to have Rosa in attendance where she was able to receive her very well-deserved, huge round of applause!"

"My thanks to the whole team that put on such a special event and of course to our funders the Mrs Janet T. Isles Denny Trust and Scott Fyffe Wealth Management for their generous donations, allowing the event to take place. Huge thanks too, to Brakes Dundee who made a very kind cheque presentation on the night".



## Garden transformation

A caring team of volunteers from SSE Energy transformed the garden at our Donohoe Court service in Glasgow recently. The collaboration was initiated by Board Member Angus Murray, who helped establish the relationship between SSE and Cornerstone. The garden makeover was made possible through the incredible efforts of the SSE volunteers, Cornerstone colleagues and a generous donation from benefactor Jim MacPherson.

Cornerstone Care Management Coordinator, June McKechnie also offered her gardening expertise to give everyone a lesson in proper plant potting, which was very well received. Everyone was hands-on, from weeding and constructing gazebos to building a wishing well!

A selection of sensory touch blocks and mirrors, wind chimes, light up toadstools, mirror balls, wind spinners and outdoor Bluetooth speakers were all set up alongside the newly painted colourful fences and beautiful flower beds to make the garden a special place for everyone in Donohoe Court to continue to enjoy. It really did feel like the first day of summer.

Throughout the day Lewis, who we support in Donohoe Court, and his parents popped out to see things coming together and encourage the team's hard work. The day ended with all the people we support in Donohoe Court coming outside to see their fabulous new garden space and soak up the sun.

A huge thank you to SSE's Natasha, Laura, Shaz, Daniel, Alexandra, Megan, Nathan, Joseph and Jonathan as well as Angus, Peter, Rachel and June for all your hard work making this incredible day and garden happen.



## A true team effort

Abigail Overing who is supported by our team at Parkholme in Moray has a diagnosis of Rett Syndrome as well as other complications. She is supported using a wheelchair, having lost the ability to walk unaided. Earlier this year she started to receive Botox treatment to her hip, leg and elbow.

Since then, Abigail, the Community Learning Disability physio and Parkholme staff have been working exceptionally hard to help Abigail to regain abilities she had lost. Abigail's hard work has meant that she has begun learning to walk again with the support of a standing sling. Her progress has been incredible and emotional for everyone on the journey with her. The work Abigail has put in this far cannot be underestimated, it is an amazing example of what a caring team, drive and determination to succeed can achieve.

“Abigail has worked extensively with physio Ally and the rehabilitation team to regain her movement. The determination she has is remarkable. We are all so very proud of Abigail's achievements.”



## Sharing is caring

As part of Shared Lives Week 2024 we organised fun events for the whole Cornerstone Shared Lives community to come together and enjoy. Some took part in Bowling at XSite in Braehead Glasgow earlier this month and others attended a Mad Hatters Tea Party in the Scottish Borders!

Marissa Speed, Family Placement Lead for Shared Lives Borders explains: "Shared Lives and Short Breaks are making a huge difference to the lives of adults with disability and support needs. Becoming a Shared Lives Carer can be such an enriching experience."

Carers are fully supported, given opportunities to enhance their professional development and receive a fee and an allowance for the support provided. It is a self-employed role and can often complement existing employment, personal commitments and income.



## Lucy

When Lucy goes on her short breaks with her Shared Lives carer Lyndsay, she loves to cook, bake and increase her independence skills. On a recent short break she decided she would like to make her Mum & Dad a Sunday roast chicken dinner. After looking on YouTube and seeing what ingredients they needed, Lyndsay supported Lucy to go shopping. On returning Lucy began to prepare, then cook an amazing meal! Lucy set the table, and greeted her Mum & Dad when they arrived. They were so surprised and delighted with the effort Lucy had gone to, and they all enjoyed the meal Lucy made. Lucy felt very proud of herself!



## Archie

Archie is 19 years old and was referred to Shared Lives to support his transition into adulthood and enable him to have opportunities to develop his life skills and independence. He lives with his Shared Lives carers Patricia and Alistair and returns home to his parents for short breaks. This support is working well for everyone.

Alistair relayed their experience of caring for Archie "... he's transformed our lives, never mind us transforming his life; he's given us a focus!"

## Dylan

Donna and Dave have been supporting Dylan since late last year and are really enjoying supporting Dylan, helping him to develop his skills and interests in his new home and community.

Donna says: "Being a Shared Lives Carer is what I believe I was born to do, I have cared for others my whole life. Dylan has very quickly become family. Dave and myself could not imagine our world without him now."

Jackie, Dylan's mum expressed how appreciative she is: "Our son moved in with Donna and Dave, he loves his Shared Lives family, he is so happy, settled and is supported to access so many different opportunities that are enhancing his quality of life. We have built up a positive relationship with our son's carers and feel that it is just like having an extended family. Shared Lives made this happen, we felt involved, included, and respected, we can call on them at any time if we have any questions, we are so grateful and so happy!"



# 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.

**Our customer survey asks 'How well do Cornerstone involve the people they support and families in planning?' 90% of people said either good or excellent!**

“Staff are all very helpful and accommodating and have my son’s interests at the fore.

“Staff support me to my clubs, go to shows and plan holidays for me - a good quality service with excellent carers.

“We had a poor service before, so we know the difference and the vast improvements in my daughter’s everyday life and wellbeing. The staff could not be better.

“The staff are passionate about providing her with the fun and friendships and they treat her with love and care. They have her best interests at heart.

## Making dreams come true

'It's been a dream of hers for years to get a job and you have made it happen!'

Bubbly Ashleigh Clark has a learning difficulty and cerebral palsy and is supported by our team at Herries Road in Glasgow. When the opportunity arose to volunteer at the Cornerstone Glasgow office, she applied right away as it had been a dream of hers for a long time to get a job. She worked hard preparing for her interview, with support staff propping up questions at the side of her bed for her to practice her answers at night. On the day she smashed her interview and was offered the job.

Since then, she has been busy with Branch Co-ordinator Holly, preparing a rota for her. She has been at the office to greet YPI students, telling them all about herself and Cornerstone, helping at meetings with the Board and assisting in various other meetings at the office. As she is a very sociable person and a hard worker, this has been the perfect volunteering role for her and has given her a great sense of pride.

**Ashleigh was winner of the Glasgow Branch Mary Williamson Award at the 2024 Star Awards.**



“Excellent staff who support my daughter with great kindness and understanding while listening to her views. They also take into consideration her families views.

“I think Cornerstone is excellent because they look after me and I enjoy myself when I'm with them. They are the best.

## Cornerstormers' Sports Day

In 2022, Ayrshire Branch Lead Carly Nesvat came up with the idea of creating a planning group, led and driven by people we support throughout the Ayrshire area. The focus was to ensure that the people we support were given the opportunity to input in the consultation process with the hope they would become the go to group and voice at the heart of the activities being held in the branch.

The group adopted the name 'Cornerstormers', a name that truly resonates with what they do. 'Stormers', meaning 'something particularly impressive or good of its kind', perfectly sums up the group's purpose and journey. The Cornerstormers now meet every month with Aly and Louise recently taking charge of chairing a meeting as well as taking notes.

As well as holding discussions the group have organised a variety of successful events such as a sponsored local walk and the in-branch Star Awards 2022 and 2023. The group recently held a 'Old Classic Style Fun Day' to raise funds to hold the Ayrshire Branch Star Awards for 2024.

There was a fantastic lineup of activities, including Beat the Goalie, an Egg and Spoon Race, Basketball Hoops, an Obstacle Race, Beanbag Toss, Paddle



Ball, and Tin Can Alley. There was even an impromptu football match between Team Bessie Dunlop Court and Team Castle Craigs court, which added to the excitement!

Colleagues, families, and friends generously donated some delicious home-baked treats, making the day even sweeter. Our CEO, Hazel Brown, made a special trip to Ayrshire to present the medals adding to the celebrations.

The growth in confidence and independence among the people we support since becoming part of the Cornerstormers has been inspiring. By prioritising the voices of those we support, the Cornerstormers have grown to become a community of leaders at the heart of the Ayrshire branch activities.

## Data protection matters to the people we support

We took a person-centred approach to Data Protection Week (24-31st January 2025) by asking two of the people we support in Glasgow, Amy and Sam, to get involved in a filming project and share their thoughts on why data protection is important to them and the trust they place in their support team to keep their personal information safe. The resulting powerful, short film they made is now embedded in a new, mandatory Data Protection eLearning course which was also launched during the awareness week.

By rolling out a number of activities and resources during Data Protection Week colleagues were reminded of the importance of data protection and staying up to date with the latest guidance.

All colleagues were encouraged to prioritise the refreshed elearning and ensure their mandatory data protection training is kept up to date. We also had a Data Protection Quiz, spot the breach competition and launched a new factsheet explaining how the Scottish Social Services Council (SSSC) codes of practice and Health and Social Care Standards relate to data protection. Themed Learning Moments were introduced to team meeting agendas to help facilitate data protection discussions and an FAQs factsheet was prepared.

“As Cornerstone’s data protection officer, I was heartened by the positive response to our data protection week activities. I was delighted by how many of the planted breaches were found and correctly reported, and by how many colleagues took part in the quiz and held team discussions around data protection and privacy. It’s clear to me how seriously colleagues take protecting the personal data of others and I thank them sincerely for that.

**Lesley DeJager**

## Data Protection Week 2025

24th-31st January

**Data Protection Matters.**  
Keeping data safe is your professional duty and responsibility.



## Lights, camera, action

The Marketing and Communications team were busy during 2024-25, commissioning a series of new person-centred, story-led films and photos. Film crews were out and about across the country working on the exciting project with support from The Marketing Cafe.

Many of the people we support shared their experience of Cornerstone care. The films captured some of the wonderful personalities we have at Cornerstone as well as the meaningful relationships enjoyed by both the people we support and their support team.

A huge thanks to all the stars of the show who participated so enthusiastically! They include: Anne Higgins, David Farmer, Rosa Allen, Allan Haffenden, George Brannan, Emily Cairns, Louise Whannel, Victoria Beattie, Erin McSkimming, Scott Goodfellow, Ruth Byron, Megan Bilsland, Helen Millan, and Morag Sterrick from Aquarius Hair Design!



We premiered the final films at our 'Cornerstone at the Movies' themed Star Awards in October when they were warmly received to huge applause. You can watch them on our YouTube channel: @CornerstoneScotland or by scanning the QR code.



## Taking the plunge together

Helen Chalmers lives at our Waterfront service in Helensburgh and was a Branch winner of one of our Mary Williamson Awards in 2024.



During lockdown she started walking and followed a healthy eating plan. She completed the 40 miles for 40 years walking challenge but had to take a rest eventually when her cellulitis flared up. She gave aqua aerobics a try then decided to go for a swim as when she was younger, she was part of a disability swimming club where she won a number of medals. Her passion for swimming was sparked again and it brought back a lot of positive memories for her. Helen likes a challenge to motivate herself and hold herself accountable. She signed up for the New Year swim and even managed to convince two support workers to take the plunge with her! After this she set herself a personal challenge – to swim 1,000 lengths, with the reward of going out on a seaplane if she managed it. Helen and Service Lead Carly discussed how she would track her progress and she quickly became stronger and faster in the water. After getting a Fitbit for her birthday she was able to track her swims.

Helen achieved her goal of 1,000 lengths and booked on the Loch Lomond seaplane with two of her housemates and two of the team to celebrate her success.

## This is about me

Cameron transitioned to Cornerstone Shared Lives in August 2024 with his full-time carers Sheena and Alan Thomson. This transition brought a lot of change for Cameron but with the support and guidance from his carers and the Cornerstone Shared Lives team, Cameron's confidence and resilience has grown significantly. Since moving to Shared Lives, Cameron has self-led outcomes.



Cameron feels secure with his carers and can sometimes find it tough being away from them. However, with some careful planning and gentle introductions to respite carers, Cameron is now able to enjoy respite visits and has built trusting and positive relationships with them too. Cameron's confidence has also helped him achieve the choices he has made. He likes to have his voice heard and wants to be included during meetings regarding him. This has led to Cameron wanting to take on the role as the minute taker during all meetings and visits.

Since moving to Shared Lives, Cameron has also been supported to participate in groups and activities that match his interests. These include, volunteering, learning to follow recipes and cook healthy and delicious meals, running his own egg business from the carers farm, having a girlfriend, and learning about healthy and appropriate relationships.

**“I'm important and this is about me.”**

**“Helen is an inspiration!”**

# 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.

**Our customer survey asks 'How professional are Cornerstone staff?' 97% of people said either good or excellent!**

**“Cornerstone staff are so well trained in their role and have a great understanding of my brother's needs.”**

**“Standard of 24 hour care is maintained to a high level.”**

**“Really impressed with speed of transition to service.”**

**“Find staff very caring and professional.”**

**“As an advocate, I have supported a variety of individuals who receive support and care from Cornerstone. My experience of the team overall has been very positive.”**

**“Excellent work done by all supporting staff for nearly 20 years, very satisfied.”**

**“A recent care inspection stated “staff interacted with people in a respectful, kind positive and empathetic manner, with good humour. A continuity of support meant familiar staff had good knowledge of people's support needs and lifestyle and could recognise any changes to the person's health and well being.” The report also stated “management demonstrated a commitment to provide high quality care and support and were good role models for staff.**

Having a relatively low turnover in staff over the last year has aided us in providing services that justify this feedback. A focus on being supportive and approachable whilst still being very clear on the need to follow guidelines and care plans. Ensuring we create at all times an open and honest culture. Our lead practitioner is seen by all colleagues, supported people professionals and families as someone they can trust and rely upon and reach out to. We have a continued determination to support all our colleagues to be the best version of themselves every day and to ensure that when colleagues need additional support, we are there to assist them or able to signpost them to the right support.

**Andrew Will, Service Lead Scottish Borders**



## Changes in legislation

From October 2024, there was a change in the Worker Protection Act to strengthen the existing protection for workers against sexual harassment. The new law places a new duty on employers to take 'reasonable steps' to prevent sexual harassment.

Following this announcement, we took steps to ensure that Cornerstone was equipped to comply with this new legislation and this change was embedded in our culture.

As a result we have created a Sexual Harassment Policy to ensure that all colleagues understand sexual harassment in the workplace and their role in developing a culture free from harassment and victimisation. Should harassment occur, the Policy provides a process and procedure for dealing with it to ensure it is properly managed and to ensure learning from what happened is captured, in order to effect long-term change.

The policy was rolled out to all colleagues with a supporting statement from the Executive Leadership Team. All colleague e-learning and additional line manager training has also been made available, including some scenario-based learning to help equip managers with the tools needed to address any such behaviour.

We also chose to make changes to our 'Maternity and Related Leave' policy and 'Special and Other Leave' policy, to include the following:

- Introduced neonatal leave a year early in April 24

- Introduced reasonable time off for fertility treatments and connected purposes

- Included baby loss before 24 weeks of pregnancy in our bereavement policy with paid leave

## SQA annual visit

Our qualifications centre is regularly inspected by SQA. Our 2024 inspection resulted in green 'High Confidence' ratings across all measures assessed, the highest rating available.

**In our Care Verification report SQA said:**

"In discussions with staff and following a review of materials it was clear that there is much attention to detail and a commitment from assessors and verifiers to ensure that candidates are supported from initial contact through to completion."

**For our Business and Administration SQA visit, the Verifier spoke with one of our business support colleagues. In her report she said:**

"I spoke to one candidate by phone. She was very complimentary saying 'My assessor was fantastic from start to finish'. The candidate concluded that she had really enjoyed the process, that it was a valuable experience that had helped her to grow in confidence and subsequently apply and be successful in securing a new position within Cornerstone."

"Candidates are spread across Scotland and the assessor / internal verifier team show an excellent level of consistency in whatever geographical area they work in. Ongoing feedback and assessment feedback from the assessor and internal verifier was very good – very supportive."

*ICT Core Skills (February 2025)*

"On the day of the visit, the Centre's e-portfolio system made it easy to access all the information requested from the visit plan. The evidence is of exceptional quality, with clear personal and annotation statements that explain how it relates to the SVQ standards. The assessor's feedback to the candidate and the internal verifier's feedback to the assessor are both exceptional. As part of the feedback process, I looked over the findings recorded in this report, including each section. I have forwarded the Centre their copy of the Outcome of Qualification Verification Activity form which indicated that I was leaving the Centre with high confidence."

*Management SQA Visit (Sept 2024)*



## Leadership Training

Our HR team have also been rolling out leadership training to all line managers which includes changes to HR legislation, performance management, attendance management and maternity rights. All leadership training will be incorporated into the forthcoming Person-centered Leadership Programme Programme to ensure managers have tools and confidence to undertake the people management aspects of their role.

## Duty of Candour report

Our Duty of Candour report was published for 2024-25 and is available on the Cornerstone website at [www.cornerstone.org.uk/duty-of-candour-report-2025](http://www.cornerstone.org.uk/duty-of-candour-report-2025). The report describes how we have implemented the Duty and our learning from this.

As part of a wider review of our core training, and in alignment with our current operating structure, we decided to make Duty of Candour Elearning mandatory only for those in management roles. All colleagues however gain an awareness of Duty of Candour through their organisational induction, and will read the policy as part of our Adult Support and Protection training every two years. The Duty of Candour eLearning remains available to all colleagues on our training platform Kallidus.

Our new policy is that all managers (and selected others in alignment with their role responsibilities) undertake this Duty of Candour Elearning module within their first six months of employment and two yearly thereafter. Training statistics are monitored monthly, shared across the organisation and reminders about this Elearning are given individually as appropriate. As of April 2024, 93% of current managers had current accreditation for this course with others due to complete it.



## Training compliance

Filling classroom training courses to full capacity has been a challenging journey, but significant progress has been made. In 2022/23, training compliance stood at 78%, which highlighted an opportunity to enhance engagement with our operational colleagues. Through collaborative efforts involving the Training Academy and line managers, improvements in reporting, greater visibility of training needs, and increased flexibility in course scheduling has all driven excellent progress. By the end of March 2025, compliance had risen to 92.5%.

**Notably this success has been reflected in a number of Care Inspectorate reports:**

"Staff were trained and skilled in meeting people's needs. Specific training was provided to ensure that people were well cared for. Cornerstone were supporting staff to complete qualifications to promote good practice. This was ensuring staff were confident and ensuring good health and wellbeing of people using the service." **Uphall Service, August 24**

"Training records indicated that staff had completed a wide range of training and the systems in place meant the service was able to ensure people's training was kept up to date." **North Aberdeenshire Housing Support, Oct 24**

"Staff told us that they had good opportunities and access to refresher training on key topics which helped to support them in their roles." **South Aberdeenshire Housing Support, Jan 25**

# Pioneering

We strive to be innovative in our solution-focussed thinking and to continue to lead the way in the care sector.



Shared Lives has completed four years with Scottish Borders Health & Social Care Partnership and continues to be a valued and important option for people with a learning disability who require support to live within the community. We continue to hear such positive feedback from people receiving support and from staff working within the Learning Disability Service. Looking forward to the next few years, we are part of a Shared Lives Care Leavers Programme looking at how we can offer support to people leaving care. An exciting development where we already have some experience with Foster Carers also registering as

Shared Lives carers. Their experiences will provide valuable information for the development of this programme.



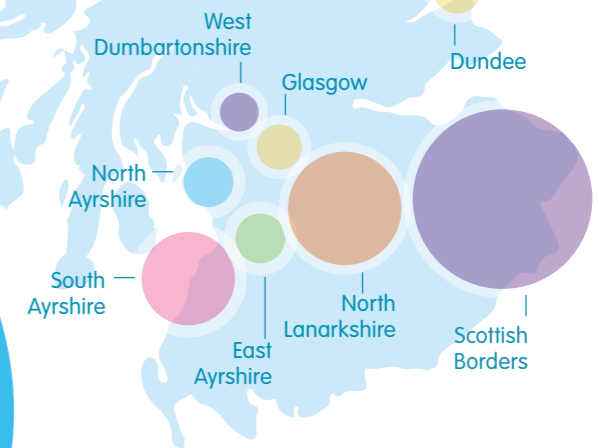
**Simon Burt, Acting Chief Social Work Officer, Scottish Borders Health and Social Care Partnership**

## Shared Lives

Our pioneering Shared Lives service offers support in the homes of Shared Lives carers; it is similar to fostering but for adults. The support can be for full-time, short breaks or day opportunities. Shared Lives Carers can support many different needs including learning disabilities, autism, mental health conditions, hospital discharge and transitional placements. We also have experience in supporting parenting arrangements. Support can be offered to individuals from the age of 16 across the adult lifespan; with the oldest person currently supported being 76 years. Individuals who need support are carefully matched to an approved Shared Lives carer and together they will share their home, family and community life.



Shared Lives currently operates across eight Local Authority areas, supporting 36 individuals. This includes 33 full time arrangements, one short break and two day support packages. We are formally commissioned to deliver Shared Lives contracts in Glasgow and Scottish Borders. In the other six Local Authority areas, individual packages have been established through organic growth on an as and when required basis or when Shared Lives carers have become available.



We are continuing to see interest in Shared Lives grow across Scotland. There is increased recognition and evidence that this pioneering model of care is well placed to help local authorities meet the increasing demand for social care within reduced budgets, whilst continuing to provide individuals and communities with the right support at the right time. For instance Scottish Borders Council have highlighted savings of £74k and cost avoidance of just short of £1.8m over the first four years of our Shared Lives contract. You can read more in the latest Annual Report from our growing Shared Lives service in the Scottish Borders here.

Notably, we are also seeing increased interest from commissioners in the pioneering role Shared Lives can play in supporting foster carers and the person they support to transition from children's services to adult services (once deemed appropriate) and helping to deliver stability, great outcomes and ensuring continuity of care.

One of the biggest challenges in growing our pioneering services is recruiting new carers to provide this type of support. We are working hard with Shared Lives Plus (the overarching membership organisation) to raise the profile of Shared Lives nationally and have also hosted our own awareness-raising initiatives including a campaign to recruit more families, couples or individuals to the Shared Lives network. Huge thanks go to Betty and James, Donna and Dylan and Patricia and Alistair for taking part and sharing their stories and getting involved.

You can watch some of their videos on our YouTube channel: [@CornerstoneScotland](#) or by scanning the QR code:



We celebrated Shared Lives Week in June 2024 and to mark the occasion, commissioned a radio campaign with Bauer Media, looking to raise the profile of Shared Lives and recruit some new carers to the network. Many stations including Greatest Hits Radio, West FM, Absolute Radio, Magic, Scala, Kerrang and Planet Rock helped to spread the word!



## Breaking down barriers

We were delighted when Emma Ronald, one of the people we supported in our Aberdeen South Branch was able to compete at the Special Olympics in March, in Turin, Italy. Emma is a talented and committed skier having attended training on a weekly basis for many years.

Following selection to represent Team GB, Emma was supported to attend additional training; meeting up with the team (in-person and over Teams), attending weekends away and location training in Italy.

All her hard work certainly paid off when she returned home victorious with a Bronze medal for competing in the Alpine Skiing Novice Giant Slalom Final and an even more impressive silver for the Alpine Skiing Novice Super G! On her return home, Emma was delighted people were stopping her, admiring her medals and congratulating on her brilliant success!

**What a great achievement - a huge well done Emma from everyone at Cornerstone!**



## Leading the way!

Tamara Batten who is supported at our Inchbrae service in Aberdeen South is known for her confident, bubbly and outgoing personality. She won a 2024 Mary Williamson Award after reaching out to the Fundraising team with the pioneering idea about how Cornerstone could improve our recruitment drive. She suggested that people we support could make a video showing the service and describing what they get up to, what their needs are and what makes them happy, so that potential new colleagues get an insight into their lives.

Tamara is always keen to help to promote Cornerstone and actively gets involved in multiple fundraising events. She was a huge help to the Fundraising team at Christmas last year drawing the winning tickets for the Christmas raffle. She is also always happy to get involved in photography and videos to help the Marketing and Communications team.



**Tamara is always thinking of pioneering ways to help with recruitment, help fundraising by taking part in events and will do all of these things with a huge smile on her face. She is thinking of her care, and the care of the other people in her service.**



## Helping to buck the trend

Since the successful launch of our Recruitment Workshops and Recruitment Essentials eLearning for line managers in 2023, we have seen a significant improvement in several areas within the recruitment and selection process and attrition within the organisation.

The workshops and eLearning were designed after a managers' survey identified a gap in knowledge and confidence with our recruitment and selection process. At the beginning of the Recruitment Workshops, our managers were asked to rate their knowledge prior to attending the course. On a scale of 1-10 (10 being the highest) 65% of our managers rated their knowledge at 7 or below, however, after the workshop 98% rated themselves at 8 or above.

This training has supported our managers to shortlist more effectively, interview more thoroughly and in turn improve attrition rates across our organisation meaning that the people we support are also receiving more consistent, person-centred and reliable care.

**Whilst approximately the same number of interviews were booked in for 2023 compared to 2024, our statistics show:**

- 57% decrease in candidates not showing up to interview (no shows). This indicates that our managers are more confident with shortlisting and putting more of the 'right' people forward to interview, saving approximately 480 hours of our managers' time over 2024.
- Year on year we have seen a 4% decrease in colleagues leaving within six months of joining. This decrease indicates that our managers are interviewing more thoroughly and identifying candidates who better fit their teams. This in turn has supported improvements in our vacancy rates and provided the people we support with better continuity of care.
- 24% decrease in the number of vacancies being advertised, and 38% decrease in new colleagues joining the organisation showing that our staffing levels are becoming more stable, and colleagues are staying with the organisation.

**It's been great getting out and about delivering face to face workshops with our managers, they have all been so passionate and committed to making our recruitment and selection process the best it can be. We are already seeing significant improvements and will continue to work with our managers to ensure things just keep getting better.**

**Denise Elder  
Recruitment Manager**

There's been a few new managers across the organisation who had never been involved in a recruitment process before, and we've noticed a notable increase in the quality of candidates being hired and more detailed interview paperwork after they had completed their training.

**Eileen Martin  
Recruitment Advisor**

# Governance

Structure, governance and management



## Trustees' Report and Financial Statements

The Trustees, who are also Directors for the purpose of company law, present their report and financial statements of the charity for the year ended 31 March 2025.

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.

## Trustees

**Mr P Bailey, Chair**

**Mrs H L Stuart, Vice Chair**

**Mr T Dinozzi**

**Mr A Forbes**

**Mr S Lynch**

**Mr A Murray**

**Mr J J Bruce**

**Mr A Knight** (appointed 20th November 2024)

**Miss D Kerr** (appointed 20th November 2024, resigned 25th March 2025)

**Mr G Huggins** (resigned 20 November 2024)

**Mrs S Park** (resigned 06 June 2024)

**Mrs L J Henderson** (resigned 19 March 2024)

**Mr S Skelton** (appointed 22 May 2024)

**Mrs F MacLeod** (appointed 13 March 2025)

**Mrs L Hughes** (appointed 13 March 2025)

Trustees as of the date the report was approved and/or during the reporting period.

## Recruitment and Appointment of Board of Directors

The Trustees of the charity are also Directors for the purposes of company law. Under the requirements of the Memorandum and Articles of Association, one third of the members of the Board of Trustees 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 Trustees are identified through their association with Cornerstone, by recommendation, or by advertisement. Trustees currently include health care professionals and individuals with particular relevant skills and experience. The Board has an agreed skills matrix outlining the range of skills and experience required to cover balanced governance. As vacancies arise appointments are made in line with this matrix through a formal selection process.

## Key Management Personnel

**Chief Executive**

Hazel Brown

**Director of Delivery**

Colin Phillips

**Depute Director of Delivery**

Nikki O'Brien

**Director of Finance**

Lynn Wallace

**Head of Finance**

Iain Kennedy (left 23 May 2024)

**Head of Finance**

Brian Miller (from 14 July 2025)

**Director of People and Culture**

Lesley de Jager

**Head of ICT and Digital Transformation**

Adrian Todd

**Head of Continuous Improvement & Learning**

Gillian McPake

**Head of Business Development**

Deborah McAlpine (from 06 January 2025)

## Organisational Structure

Cornerstone has a Board of Trustees who meet five times per year and are responsible to the strategic direction and overall governance of the charity. The Board of Trustees currently has 11 members from a variety of professional and other backgrounds relevant to the work of the charity, including an employee director. 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 who are the key management personnel. The Chief Executive has overall responsibility for ensuring that Cornerstone delivers the services specified and that key performance indicators are met.

## Director Induction and Training

Newly appointed Trustees are apprised of their role and responsibilities by the Chair of the Board of Trustees and the Chief Executive. In addition, the Chief Executive and the leadership team conduct in-depth Cornerstone induction sessions for new and existing Board of Trustee members to update and refresh their knowledge of the organisation. Most Trustees are already familiar with the work of the charity having visited Cornerstone services. Both new and longer serving Trustees have regular opportunities to meet with people Cornerstone supports, families, carers, and staff and to visit services. Additionally, new Trustees 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 of Trustees and the Chief Executive play a lead role in this.

## Section 172 Statement

In accordance with Section 172(1) of the Companies Act 2006, the Board of Trustees confirm that they have acted in a way they consider, in good faith, would be most likely to promote the success of the organisation for the benefit of its members as a whole. In doing so, they have had regard to the matters set out in Section 172(1)(a) to (f).

The Board of Trustees believes that, through its strategic planning and decision-making during the year ended 31 March 2025, it has acted in a manner most likely to promote the long-term success of the charity for the benefit of all stakeholders. The strategic planning process, conducted in August 2024, focused on the medium- and long-term development of the charity, with particular emphasis on strengthening the involvement of the people we support, in alignment with the Charter for Involvement. The Board recognises the vital role of stakeholder engagement in achieving the charity's mission and is committed to deepening this engagement in the year ahead, including through consultation on the aims of the next strategic plan.

As a leading provider of social care, supporting adults with learning disabilities, our decisions are guided by our core value: ensuring the people we support live the life they choose. This principle underpins our strategic direction and day-to-day operations.

### Key considerations in board decision-making include:

**Long-term impact:** The Board of Trustees regularly evaluates the long-term sustainability of our services, ensuring that strategic investments—such as in digital care planning tools and staff development—enhance the quality of life for the people we support.

**Employee engagement:** With over 1,700 dedicated staff, we prioritise wellbeing, training, and career development. Initiatives such as our employee recognition program and mental health support services reflect our commitment to a positive and inclusive workplace.

**Stakeholder relationships:** We maintain strong, collaborative relationships with individuals we support, their families, local authorities, and community partners. Regular feedback and co-production sessions ensure that services are shaped by those who use them.

**Community and environmental impact:** We are committed to being a responsible community partner. This includes supporting local initiatives, promoting social inclusion, and reducing our environmental footprint through sustainable practices.

**Ethical conduct and governance:** We uphold high standards of integrity, transparency, and accountability. Our governance framework ensures that decisions are made with fairness and in alignment with our mission.

**Fair treatment of members:** We ensure that all members and stakeholders are treated equitably, with open communication and opportunities to contribute to the organisation's direction.

Throughout the year, the board has considered these principles in decisions such as expanding supported living services, enhancing digital inclusion for service users, and investing in leadership development across the organisation.

The Board of Trustees has always, and continued during the year, to take account of the long-term consequences of decisions. This is particularly evident in the consideration and approval by the Board of contractual decisions made for services delivered by Cornerstone where it considers the impact of those decisions on our stakeholders.

### Pay Policy for Directors and Senior Staff

All Trustees are volunteers and give their time freely and no Trustee received remuneration for their governance role in the year. Details of Trustees' expenses and related party transactions are disclosed in notes 12 and 26 of the accounts. The pay of senior staff is reviewed annually by the Board of Trustees. The Trustees consider increases in conjunction with increases awarded to the wider staff group. In addition, the Trustees benchmark pay levels against those in other third sector organisations of comparable size and industry.

### Employee Inclusion and Engagement

Cornerstone's recruitment and employment practices are inclusive and accessible: we are a Disability Confident employer, a SCQF Inclusive Recruiter, a Menopause Friendly employer, and are Investors in People Silver accredited. Cornerstone welcomes applications from all sections of the community and actively seeks to increase the diversity of our workforce. All managers receive management training which covers inclusive recruitment practices, making reasonable adjustments, and supporting flexible working. Colleagues with health conditions or disabilities are further supported to succeed through free occupational health services and our employee assistance programme. Our fair and transparent pay structure alongside our inclusive work practices means that our 2024 median gender pay gap is 0% and our mean gender pay gap is -0.43%.

Cornerstone has well-established employee communication and engagement channels. A weekly all-staff bulletin shares important updates, vacancies and training opportunities, and our all-staff TEAMS communication channel provides a forum for colleagues to comment or ask questions. We voluntarily recognise UNISON as our union partners for consultation, engagement and communication purposes. The Director of People and Culture meets informally monthly with the convenor and vice-convenors, and the wider executive team engages in formal consultations over pay, terms and conditions. In addition, the quarterly Fair Work Partnership Forum provides an opportunity for colleagues to contribute to shaping strategy and policy reviewing and commenting on management proposals and giving insight into areas of priority for staff. Targeted colleague consultations, surveys and focus groups gather views on specific issues to shape policy decisions. The outputs of these activities are reported to the People and Culture Committee on a quarterly basis, and as appropriate to the full Board of Trustees to inform and support decision making. Our Employee Trustee brings their unique perspective and experience to the Board of Trustees' discussions. Through harnessing employee voice in these ways we have continued to make multiple improvements to our employment policies and practices throughout the 2024-25 financial year.

### 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.

### Auditor

In accordance with the company's Articles, a resolution proposing that RSM UK Audit LLP be appointed as auditors of the company for the financial year 2025/26 will be put at a General Meeting.

### Statement of Trustees' Responsibilities

The Trustees (who are also directors of Cornerstone Community Care for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the strategic report and directors' report) and financial statements in accordance with 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).

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

In preparing these financial statements, the trustees 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;

### Disclosure of Information to Auditor

Each of the Trustees 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 accounts were approved at the Board meeting on 17 September 2025 and signed on 20 October 2025 by:



Mr T Dinozzi  
Trustee

- State whether applicable UK Accounting Standards 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 charitable company will continue in operation.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

# 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, objectives, and guidelines in place which we review and update regularly. Cornerstone complies with all regulations covering the processing and disposal of toxic & 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 3,155,701kWh of energy. During the previous reporting period Cornerstone used a total of 3,360,236kWh of energy which is categorised as follows:

kWh Consumption	Year to 31 March 2025	Year to 31 March 2024
	kWh	kWh
Electricity	1,103,740	1,145,006
Gas combustion	1,487,195	1,617,462
Transport	564,766	597,768
<b>Total</b>	<b>3,155,701</b>	<b>3,360,236</b>

During the reporting period, Cornerstone emitted a total of 628.75 tonnes of CO<sub>2</sub>e. During the previous reporting period, Cornerstone emitted a total of 674.37 tonnes of CO<sub>2</sub>e which is categorised as follows:

Tonnes of CO <sub>2</sub> e	Year to 31 March 2025	Year to 31 March 2024
	Tonnes of CO <sub>2</sub> e	Tonnes of CO <sub>2</sub> e
Electricity	234.36	243.12
Gas combustion	272.39	296.25
Transport	122.00	135.00
<b>Total</b>	<b>628.75</b>	<b>674.37</b>

Comparison of the current year 2024-25 figures with the prior year figures shows a decrease overall of 6.8% compared to the 2023/24 figures. Much of the decrease is because of fewer properties during the reporting year.

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 2025 (2025 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.

Cornerstone is aware of the definition of emission scopes and their reporting requirements under GHG protocol. Plans have been put in place to enable reporting under these protocols.

### 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 628.75 tonnes (674.37 tonnes in 2023/24) and decrease of 6.8%. This equates to 0.89 tonnes per person (0.81 tonnes per person in 2023/24) being supported by Cornerstone (people supported by SDS are not included in this calculation). Although the annual quantity of emissions has decreased, the number of people being supported by Cornerstone has also decreased, which has increased the percentage tonnes per person. People supported by SDS are not included in this calculation.

### GHG Protocol

Cornerstone is unable at this point to calculate its footprint in accordance with the Greenhouse Gas (GHG) Protocol and Environmental Reporting Guidelines. Cornerstone has plans in place to address this which include the appointment of a specialist utilities company.

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

## Opinion

We have audited the financial statements of Cornerstone Community Care (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities including income and expenditure account, the Balance Sheet, the Statement of Cash Flows and the 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 FRS 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 2025 and of its incoming resources and application of resources, including 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 have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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 charitable company 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 trustees' 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 charitable company'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 trustees 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 trustees 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 and strategic report prepared for the purposes of company law and included within the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report and the strategic report, included within the Trustees' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report or the strategic report, included within the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 63, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 trustees 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 trustees are responsible for assessing the charitable company'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 trustees 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

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.

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

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the charitable company operates in and how the charitable company is complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Charities SORP, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and undertaking a detailed disclosure checklist.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to care legislation, employment law, health and safety legislation and the Data Protection Act 2018. We inquired of management in respect of any breaches in respect of the above and reviewed correspondence with and reports from regulatory authorities such as the Care Inspectorate and the Information Commissioner's Office, and conducted a search on online compliance registers.

The audit engagement team identified the risk of management override of controls and cut off and existence of income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates applied in the preparation of the financial statements, examining samples of transactions and grant awards both before and after the period end, employing the use of data analytics techniques to trace through income transactions through to eventual cash receipt, and evaluating the rationale for accruals for income to be clawed back.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charity's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charity's trustees those matters we are required to state to them in an auditor's 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 charity, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Kelly Adams*

**KELLY ADAMS (Senior Statutory Auditor)  
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor**

Chartered Accountants  
Third Floor  
2 Semple Street  
Edinburgh  
EH3 8BL

24/10/25

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Scan for more details of the auditors responsibilities



## Statement of financial activities including income and expenditure account For the year ended 31 March 2025

	Notes	2025			2024		
		Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
<b>Income from:</b>							
Donations and legacies	3	42,437	171,541	213,978	13,714	315,678	329,392
Charitable activities	4	51,363,832	-	51,363,832	797,686	47,860,917	48,658,603
Other trading activities	5	36,927	-	36,927	26,990	-	26,990
Investments	6	130,787	-	130,787	105,589	-	105,589
<b>Total income</b>		<u>51,573,983</u>	<u>171,541</u>	<u>51,745,524</u>	<u>943,979</u>	<u>48,176,595</u>	<u>49,120,574</u>
<b>Expenditure on:</b>							
Raising funds	7	<u>172,354</u>	<u>99,318</u>	<u>271,672</u>	<u>213,358</u>	<u>90,760</u>	<u>304,118</u>
Charitable activities - Charitable Expenditure	8	<u>50,800,160</u>	<u>188,034</u>	<u>50,988,194</u>	<u>161,876</u>	<u>48,164,230</u>	<u>48,326,106</u>
<b>Total expenditure</b>		<u>50,972,514</u>	<u>287,352</u>	<u>51,259,866</u>	<u>375,234</u>	<u>48,254,990</u>	<u>48,630,224</u>
<b>Net income/(expenditure)</b>		601,469	(115,811)	485,658	568,745	(78,395)	490,350
Gross transfers between funds	22 & 23	(99,564)	99,564	-	(179,734)	179,734	-
<b>Net movement in funds</b>		501,905	(16,247)	485,658	389,011	101,339	490,350
Opening fund balances		6,900,388	421,650	7,322,038	6,511,377	320,311	6,831,688
<b>Closing fund balances</b>		<u>7,402,293</u>	<u>405,403</u>	<u>7,807,696</u>	<u>6,900,388</u>	<u>421,650</u>	<u>7,322,038</u>

The statement of financial activities includes all gains and losses recognised this 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 For the year ended 31 March 2025

Notes	2025		2024	
	£	£	£	£
<b>Fixed assets</b>				
Tangible assets	15	3,919,786		4,026,393
<b>Current assets</b>				
Debtors	16	4,736,210		5,530,444
Cash at bank and in hand		9,009,923		6,547,031
		<u>13,746,133</u>		<u>12,077,475</u>
<b>Creditors: amounts falling due within one year</b>				
	18	<u>(8,858,223)</u>		<u>(7,781,830)</u>
Net current assets		4,887,910		4,295,645
<b>Total assets less current liabilities</b>		8,807,696		8,322,038
<b>Creditors: amounts falling due after more than one year</b>				
	19	<u>(1,000,000)</u>		<u>(1,000,000)</u>
<b>Net assets</b>		<u>7,807,696</u>		<u>7,322,038</u>
<b>Income funds</b>				
Restricted funds	22	405,403		421,650
Unrestricted funds	23	7,402,293		6,900,388
		<u>7,807,696</u>		<u>7,322,038</u>

The financial statements were approved and authorised for issue by the Board of Directors on 17 September 2025 and were signed on its behalf on 20 October 2025 by:



**Mr T Dinozzi**  
Trustee  
Company Registration No. SC070762

## Statement of cash flows

For the year ended 31 March 2025

Notes	2025		2024	
	£	£	£	£
<b>Cash flows from operating activities</b>				
Cash generated from operations	28	2,332,105		306,643
<b>Investing activities</b>				
Purchase of tangible fixed assets		-	(27,210)	
Interest received		130,787	105,589	
<b>Net cash generated from/(used in) investing activities</b>		130,787		78,379
<b>Financing activities</b>				
Proceeds of new bank loans		-	500,000	
Repayment of bank loans		-	(528,257)	
<b>Net cash generated from/(used in) financing activities</b>		-		(28,257)
<b>Net increase in cash and cash equivalents</b>		2,462,892		356,765
Cash and cash equivalents at beginning of year		6,547,031		6,190,266
<b>Cash and cash equivalents at end of year</b>		<u>9,009,923</u>		<u>6,547,031</u>

# Notes to the financial statements for the year ended 31 March 2025

## 1. Accounting policies

### Charity information

Cornerstone Community Care is a private company limited by guarantee incorporated in Scotland. The registered office is The Doges Studios, Templeton Business Centre, 62 Templeton Street, Glasgow, G40 1DA.

### 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 Trustees have assessed of the charity's prospects and viability by means of budget and forecast review. Based on this assessment and the current cash position and cash flow forecast, the Trustees have formed a judgement, at the time of approving the financial statements, that there are no material uncertainties that cast doubt on the charity's going concern status and that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for at least twelve months from the date of approval of the financial statements. The Trustees 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 Trustees in furtherance of their charitable objectives.

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

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.

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 SoFA.

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 SoFA.

### 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 trade and other creditors 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.

#### Concessionary Loans

Borrowings include a loan from Social Investment Scotland which has a rate of interest below market rate. As Cornerstone is a Public Benefit Entity; it has applied FRS 102.34 and holds these concessionary loans at cost and are not discounted.

### 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 Trustees 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.

#### Property valuation

Trustees 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.

#### Provisions

Cornerstone holds provisions on its balance sheet based on an estimate of where a surplus might be identified. The trustees regularly monitor these provisions taking into account previous experience and knowledge of local areas and contractual obligations.

### 3. Donations and legacies

	2025			2024		
	Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
Donations	19,864	36,512	56,376	13,714	37,016	50,730
Scottish Government	-	135,029	135,029	-	169,983	169,983
Donated goods and services	22,573	-	22,573	-	67,529	67,529
Trusts and other funders	-	-	-	-	41,150	41,150
	<u>42,437</u>	<u>171,541</u>	<u>213,978</u>	<u>13,714</u>	<u>315,678</u>	<u>329,392</u>

## Notes to the financial statements (continued)

### 4. Charitable activities income

	2025	2024
	Charitable Income £	Charitable Income £
Operations	46,558,843	43,536,490
Employment & training	16,494	38,500
Children & family services	1,508,366	2,036,010
Self directed support	2,244,650	2,238,909
Rental income	827,558	738,702
Other income	207,921	69,992
	<u>51,363,832</u>	<u>48,658,603</u>
Analysis by fund		
Unrestricted funds	51,363,832	797,686
Restricted funds	-	47,860,917
	<u>51,363,832</u>	<u>48,658,603</u>

### 5. Other trading activities income

	2025	2024
	Unrestricted Funds £	Unrestricted Funds £
Fundraising events	<u>36,927</u>	<u>26,990</u>

### 6. Investments income

	2025	2024
	Unrestricted Funds £	Unrestricted Funds £
Interest receivable	<u>130,787</u>	<u>105,589</u>

## Notes to the financial statements (continued)

### 7. Raising funds expenditure

	2025			2024		
	Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
<u>Cost of voluntary income</u>						
Sundry costs	18,397	39,765	58,162	6,675	51,764	58,439
Staff costs	27,552	59,553	87,105	5,028	38,996	44,024
Cost of voluntary income	<u>45,949</u>	<u>99,318</u>	<u>145,267</u>	<u>11,703</u>	<u>90,760</u>	<u>102,463</u>
<u>Fundraising events</u>						
Sundry costs	50,610	-	50,610	115,011	-	115,011
Staff costs	75,795	-	75,795	86,644	-	86,644
Cost of fundraising	<u>126,405</u>	<u>-</u>	<u>126,405</u>	<u>201,655</u>	<u>-</u>	<u>201,655</u>
	<u>172,354</u>	<u>99,318</u>	<u>271,672</u>	<u>213,358</u>	<u>90,760</u>	<u>304,118</u>

## Notes to the financial statements (continued)

### 8. Charitable activities expenditure

	2025	2024
	Charitable Expenditure £	Charitable Expenditure £
Staff costs	41,486,126	39,557,929
Premises costs	1,636,583	1,327,260
Catering	129,250	145,543
Donated goods and services	14,573	3,992
Sundry costs	3,389,129	3,320,863
	<u>46,655,661</u>	<u>44,355,587</u>
Share of support costs (see note 9)	4,212,274	3,840,756
Share of governance costs (see note 9)	120,259	129,763
	<u>50,988,194</u>	<u>48,326,106</u>
<b>Analysis by fund</b>		
Unrestricted funds	50,800,160	161,876
Restricted funds	188,034	48,164,230
	<u>50,988,194</u>	<u>48,326,106</u>

In 2024/25 the charity reviewed its fund policy. As a result of this income from its charitable activities and expenditure is analysed unrestricted.

### 9. Support costs

	2025			2024		
	Support costs £	Governance costs £	Total £	Support costs £	Governance costs £	Total £
Staff costs	2,639,284	-	2,639,284	2,348,592	-	2,348,592
Premises costs	290,978	-	290,978	396,910	-	396,910
Catering	3,101	-	3,101	2,617	-	2,617
Sundry costs	1,278,911	-	1,278,911	1,092,637	-	1,092,637
Auditor's remuneration	-	49,213	49,213	-	59,940	59,940
Other governance costs	-	71,046	71,046	-	69,823	69,823
	<u>4,212,274</u>	<u>120,259</u>	<u>4,332,533</u>	<u>3,840,756</u>	<u>129,763</u>	<u>3,970,519</u>
Analysed between Charitable activities	<u>4,212,274</u>	<u>120,259</u>	<u>4,332,533</u>	<u>3,840,756</u>	<u>129,763</u>	<u>3,970,519</u>

## Notes to the financial statements (continued)

### 10. Net movement in funds

	2025	2024
	£	£
Net movement in funds is stated after charging/(crediting)		
Depreciation of owned tangible fixed assets	106,607	113,857
Land and buildings lease costs	384,157	274,872
Plant and machinery lease costs	136,476	136,918
Interest and similar charges payable	30,000	30,120
Audit of the annual accounts	49,213	59,940
	<u>1,006,450</u>	<u>1,025,727</u>

### 11. Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2025	2024
	£	£
Audit of the annual accounts	49,213	59,940
<b>Total auditors remuneration</b>	<u>49,213</u>	<u>59,940</u>

### 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 is 1 (2023/24: 1) employee director who was appointed as director of the charity in 2017. They received the following remuneration as an employee of the charity, A. Forbes received a salary of £33,142 (2023/24: £34,401) and employer pension contributions of £1,324 (2023/24: £1,063).

Travel and subsistence costs of £318 (2023/24: £122) in total were reimbursed to 2 (2023/24: 1) directors.

## Notes to the financial statements (continued)

### 13. Employees

The average monthly number of employees during the year was 1,736 (2023/24: 1,790)

	2025	2024
	Number	Number
Support staff	1,364	1,399
Training and SVQ staff	15	12
Office and administration staff	91	83
Relief staff	266	296
Total	<u>1,736</u>	<u>1,790</u>

### Employment costs

	2025	2024
	£	£
Wages and salaries	38,608,045	37,066,498
Social security costs	3,336,288	3,059,112
Other pension costs	1,057,820	973,981
Agency costs	1,286,157	937,598
	<u>44,288,310</u>	<u>42,037,189</u>

Included in staff costs noted above, are redundancy costs of £84,018 (2023/24: £87,787) with 12 employees being made redundant in the year (2023/24: 9).

### 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 £668,027 (2023/24: £732,769).

### Banding

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

	2025	2024
	Number	Number
£60,000 - £69,999	5	3
£70,000 - £79,999	1	-
£80,000 - £89,999	3	3
£90,000 - £99,999	-	-
£100,000 to £109,999	-	1
£110,000 to £119,999	1	-
£120,000 to £129,999	-	1

### 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>Cost</b>					
At 1 April 2024	5,695,443	484,364	168,963	45,545	6,394,315
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
At 31 March 2025	<u>5,695,443</u>	<u>484,364</u>	<u>168,963</u>	<u>45,545</u>	<u>6,394,315</u>
<b>Depreciation and impairment</b>					
At 1 April 2024	1,702,876	477,748	168,963	18,335	2,367,922
Depreciation charged in the year	94,133	5,671	-	6,803	106,607
At 31 March 2025	<u>1,797,009</u>	<u>483,419</u>	<u>168,963</u>	<u>25,138</u>	<u>2,474,529</u>
Carrying amount					
At 31 March 2025	<u>3,898,434</u>	<u>945</u>	<u>-</u>	<u>20,407</u>	<u>3,919,786</u>
At 31 March 2024	<u>3,992,567</u>	<u>6,616</u>	<u>-</u>	<u>27,210</u>	<u>4,026,393</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 one independent valuation for impairment purposes carried out in the financial year to 31 March 2025 and has not resulted in any change to the valuation.

### 16. Debtors

	2025	2024
	£	£
<b>Amounts falling due within one year:</b>		
Trade debtors	2,170,814	3,418,920
Accrued income	2,087,599	1,894,179
Other debtors	-	7,336
Prepayments	477,797	210,009
	<u>4,736,210</u>	<u>5,530,444</u>

### 17. Loans

	Notes	2025	2024
		£	£
Other loans		<u>1,000,000</u>	<u>1,000,000</u>
Payable within one year		-	-
Payable after one year	19	<u>1,000,000</u>	<u>1,000,000</u>

## Notes to the financial statements (continued)

### 17. Loans (continued)

	2025	2024
	£	£
<b>Loan commitments measured at cost less impairment</b>		
Due in more than two years but not more than five years	716,275	440,926
Due in more than five years	283,725	559,074
	<u>1,000,000</u>	<u>1,000,000</u>

### 17. Loans (continued)

On 8 August 2022 a loan of £1,000,000 was advanced by Social Investment Scotland Ltd and £500,000 of this was drawn down on that date. A further drawdown of £500,000 was made on 29 August 2023. The loan is repayable over 44 monthly payments, commencing 60 months after the loan was drawn. The loan bears interest at 3.00%. The amount outstanding at 31 March 2025 was £1,000,000 (2023/24: £1,000,000).

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

#### 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:

		2025	2024
	Notes	£	£
Other taxation and social security		728,951	609,744
Deferred income	20	106,544	10,808
Trade creditors		555,726	223,420
Other creditors		191,532	472,644
Accruals		7,275,470	6,465,214
		<u>8,858,223</u>	<u>7,781,830</u>

### 19. Creditors

#### Amounts falling due after more than one year:

		2025	2024
	Notes	£	£
Borrowings	17	<u>1,000,000</u>	<u>1,000,000</u>

### 20. Deferred income

		2025	2024
	Notes	£	£
Other deferred income		106,544	10,808
Deferred income is included within:			
Current liabilities	18	106,544	10,808
Movements in the year:			
Deferred income at 1 April 2024		10,808	182,806
Released from previous periods		(10,808)	(182,806)
Resources deferred in the year		106,544	10,808
Deferred income at 31 March 2025		<u>106,544</u>	<u>10,808</u>

## Notes to the financial statements (continued)

### 21. Retirement benefit schemes

#### Defined contribution 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 £1,057,820 (2023/24: £973,981).

### 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 2023	Incoming resources	Resources expended	Transfers	Balance at 1 April 2024	Incoming resources	Resources expended	Transfers	Balance at 31 March 2025
	£	£	£	£	£	£	£	£	£
Operations and other services	-	47,860,917	(48,164,230)	303,313	-	-	-	-	-
General fund	320,311	315,678	(90,760)	(123,579)	421,650	171,541	(287,352)	99,564	405,403
	<u>320,311</u>	<u>48,176,595</u>	<u>(48,254,990)</u>	<u>179,734</u>	<u>421,650</u>	<u>171,541</u>	<u>(287,352)</u>	<u>99,564</u>	<u>405,403</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.

#### 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.

## Notes to the financial statements (continued)

### 23. Unrestricted funds

	Movement in Funds								
	Balance at 1 April 2023	Incoming resources	Resources expended	Transfers	Balance at 1 April 2024	Incoming resources	Resources expended	Transfers	Balance at 31 March 2025
	£	£	£	£	£	£	£	£	£
General unrestricted funds	3,074,293	943,979	(261,377)	(392,696)	3,364,199	51,573,983	(50,741,270)	285,595	4,482,507
Designated fixed asset NBV fund	3,557,522	-	(96,825)	27,213	3,487,910	-	(89,575)	(3)	3,398,332
Designated loan creditor fund	(1,028,257)	-	-	28,257	(1,000,000)	-	-	-	(1,000,000)
Designated project cost fund	-	-	-	509,793	509,793	-	(124,637)	(385,156)	-
Designated training surplus funds	352,301	-	-	(352,301)	-	-	-	-	-
Designated property grants funds	555,518	-	(17,032)	-	538,486	-	(17,032)	-	521,454
	<u>6,511,377</u>	<u>943,979</u>	<u>(375,234)</u>	<u>(179,734)</u>	<u>6,900,388</u>	<u>51,573,983</u>	<u>(50,972,514)</u>	<u>(99,564)</u>	<u>7,402,293</u>

#### Purpose of designated 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. Social Investment Scotland Revenue Fund - Remaining cash held in relation to the Social Investment Scotland loan. The loan term is 10 years until March 2031.

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. These are released over 50 years.

## Notes to the financial statements (continued)

### 24. Analysis of net assets between funds

	2025			2024		
	Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2025 are represented by:						
Tangible assets	3,919,786	-	3,919,786	4,026,393	-	4,026,393
Current assets	4,482,507	405,403	4,887,910	3,873,995	421,650	4,295,645
Long term liabilities	(1,000,000)	-	(1,000,000)	(1,000,000)	-	(1,000,000)
	<u>7,402,293</u>	<u>405,403</u>	<u>7,807,696</u>	<u>6,900,388</u>	<u>421,650</u>	<u>7,322,038</u>

### 25. Operating lease commitments

	2025		2024	
	Land & buildings £	Other £	Land & buildings £	Other £
Within one year	297,802	57,628	296,219	70,370
Between two and five years	738,942	15,564	812,584	70,469
In over five years	219,305	-	276,168	-
	<u>1,256,049</u>	<u>73,192</u>	<u>1,384,971</u>	<u>140,839</u>

### 26. Related party transactions

There were no related party relationships and no disclosable related party transactions during the year (2023/24: £Nil).

### 27. Limited by Guarantee

The company is limited by guarantee not exceeding £1 per member. At 31 March 2025 there were 22 members (2023/24: 22).

## Notes to the financial statements (continued)

### 28. Cash generated from operations

	2025 £	2024 £
Surplus for the year	485,658	490,350
Adjustments for:		
Investment income recognised in statement of financial activities	(130,787)	(105,589)
Depreciation of tangible fixed assets	106,607	113,857
Movements in working capital:		
Decrease/(increase) in debtors	794,234	(808,551)
Increase in creditors	980,657	788,574
Increase/(decrease) in deferred income	95,736	(171,998)
<b>Cash generated from operations</b>	<u>2,332,105</u>	<u>306,643</u>

### 29. Analysis of changes in net funds

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	6,547,031	2,462,892	9,009,923
Loans falling due within one year	-	-	-
Loans falling due after more than one year	(1,000,000)	-	(1,000,000)
	<u>5,547,031</u>	<u>2,462,892</u>	<u>8,009,923</u>

### 30. 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. The total of these bank accounts at 31 March 2025 is £360,087 (2023/24: £340,715) which is included within the cash at bank and in hand reporting on the balance sheet.

# With special thanks to:

## Grants

Inspiring Scotland Support in the Right Direction  
WA Cargill Fund  
Workplace Equality Fund  
Primary and Social Care Wellbeing Fund (North Ayrshire)  
Sidey Solutions  
Hayward Sanderson Charitable Trust  
Ina Scott Sutherland Charitable Foundation  
Mrs Janet T Isles Denny Trust  
Lord Provost of Aberdeen Charitable Trust  
Communities Mental Health and Wellbeing (Perth & Kinross)  
TAQA Community Fund  
Voluntary Sector Development Fund

## Corporate supporters

HSBC  
EnQuest  
The Mortgage Lender  
Brakes  
Ithaca Energy UK  
CNR International  
SLB



# Contact

## North Aberdeen and Shire

28 Marischal Street  
Peterhead  
Aberdeenshire  
AB42 1HS  
**Tel:** 01779 401630

## Ayrshire

Landek House  
44-46 Bank Street  
Irvine, North Ayrshire  
KA12 0LP  
**Tel:** 01294 311723

## Glasgow and East Dunbartonshire

4th floor, Doges Building  
Templeton on the Green  
Glasgow  
G40 1DA  
**Tel:** 0141 378 0700

## North Lanarkshire Community Support

12-18 Hallcraig Street  
Airdrie  
North Lanarkshire  
ML6 6AH  
**Tel:** 01236 751105

## Scottish Borders

8 Melrose Road  
Galashiels  
TD1 2DU  
**Tel:** 01896 808750

## South Aberdeen and Shire

1st Floor  
4/5 Union Terrace  
Aberdeen  
AB10 1NJ  
**Tel:** 01224 256000

## Dundee, Perth, Fife, and West Lothian

Dudhope Castle  
Barrack Road  
Dundee  
DD3 6HF  
**Tel:** 01382 220238

## Moray

7 Commerce Street  
Elgin  
Moray  
IV30 1BS  
**Tel:** 01343 559337

## North Lanarkshire Supported Living

12-18 Hallcraig Street  
Airdrie  
North Lanarkshire  
ML6 6AH  
**Tel:** 01236 918800

## West Dunbartonshire and Argyll & Bute

Carman Centre  
175 Main Street  
Renton  
Dumbarton  
G82 4PF  
**Tel:** 01389 750403



**0300 131 3333**

[enquiries@cornerstone.org.uk](mailto:enquiries@cornerstone.org.uk)

[www.cornerstone.org.uk](http://www.cornerstone.org.uk)



Scottish Charity No SC004780. Company No. SC070762. The company is registered in Scotland as Cornerstone Community Care operating as Cornerstone, with registered office The Doges Studios, Templeton Business Centre, 62 Templeton Street, Glasgow, G40 1DA.