



Local Cornerstone Newsletter

June 2018

It has always been the intention to share any learning from the implementation of Local Cornerstone with interested parties in the social care sector in Scotland and the wider UK. Although the findings from the various elements will be of huge benefit to Cornerstone and their beneficiary group, it is also anticipated that other provider organisations, funders, commissioners and regulators will find the information of use.

There is a wider applicability and interest in the research conclusions and, especially with an investment of public money, there would be an expectation that reports are publicly available.

31st March 2018 marked the end of year one of the formal implementation of Local Cornerstone. The past 12 months have been an educational - and at times challenging - period that has resulted in a significant and positive shift in Cornerstone's culture.

The obstacles we have overcome have provided constructive learning. The evaluation report will be available to download from the Cornerstone website in the next few weeks.





Local Care and Support Teams (LCASTs)

Following a colleague survey, we have moved from referring to our teams as self-organised teams to local care and support teams (LCASTs). We felt it important not to define the teams by how they are structured but more importantly by what they exist to do. We currently have 24 LCASTs across the country which demonstrates great progress.

The team at Glebe Road in Dundee is one of the latest to embark upon their Local Cornerstone journey. The team is supported by their branch leader, Nikki O'Brien, and colleagues, Ann Egan and Alex Blundell, who have been providing essential skills and training. In addition, the Glebe Road team has recently completed a three-day training session with their coach and with the support of Insights Discovery. They are raring to go!



Alex Blundell, team member, said, *"It's been a rewarding experience seeing my colleagues grow in confidence and*

pick up new skills as we move towards becoming a local care and support team. The energy is palpable at the moment which goes to show the potential that culture change has for the care sector".

Alan McNeill, team member, said, *"Having worked for another care provider for 10 years, I felt in a rut and stagnant as each day was relatively the same. I attended an interview for a position at Glebe Road with Cornerstone, and during the interview I was informed about the company's strategy. I was given a booklet with further information on this new way of working which was a real eye-opener. I left thinking that this is the job I want! Now having got the position, I, along with my local care and support team members feel so on-board with what's happening."*

Emma Farley, team member, said, *"I've worked for Cornerstone for six years and with the new exciting chapter that is in front of us, I'm really looking forward to getting my teeth into new challenges and learning lots more. I work with a great team and look forward to going on this adventure with them all. The three-day course we attended in Dundee was really interesting and has made me even more excited about moving forward. I am proud to be part of the first cohort of local care and support teams, taking this big step to influence the way care will be delivered in the future".*

Tasmin Ogg, team member said, *"I am really looking forward to moving forward as an LCAST. I'm currently on maternity leave and due to return in July. I'm excited about coming back to work and facing the new responsibilities and exciting challenges that are ahead. It's a lovely feeling looking forward to coming back to work as I felt a lot less enthusiastic when returning to work after having my first child. I've also really enjoyed the awareness days that we have been on. They have been really informative and have certainly made me more aware of the different things we can do to make our great team even better. Very optimistic about my future with Cornerstone!"*

Advice & Support Co-ordinators

An important factor in introducing any new way of working to an organisation is in protecting the 'new' from the 'old'. Change management has to be successfully applied while the business continues to function. It can be challenging to expect culture change from teams operating within local communities if the policies and procedures of the 'old' culture continue to apply. Therefore, in order to protect our new teams from the demands of the business, and more importantly to ensure that they are freed up to spend as much time as possible with the people they support, we have introduced our version of a 'firewall' or a 'bubble' as we like to call it - advice & support co-ordinators (ASC).

The main purpose of the ASC role is to provide a customer focussed and knowledgeable first point of contact within Cornerstone Central for both internal and external customers. Jeanne Bhadani and Jamie Tuckwood are on hand to deal with any Cornerstone queries on **0300 131 3333** or by emailing asc.enquiries@cornerstone.org.uk. #JustASC



Big Lottery Invests in Local Cornerstone

We are delighted to announce that Big Lottery UK has invested in our ambitious project by making a grant of £487,612 to support the implementation of Local Cornerstone. The money will be used to up-skill and empower teams, allowing them to work autonomously and to be as creative and innovative as they wish in order to meet the organisation's charitable purpose. The learning from and evaluation of the model will be cascaded nationwide for the benefit of other care providers, people who work in social care, commissioning authorities and most importantly, the people who receive care and support across the country.



Funding Helping to Shape Our Future

We are delighted to report that Cornerstone has been successful in attracting significant funds to support the additional implementation costs of Local Cornerstone. The funding provided is an endorsement of our brave and forward thinking strategy. As a result of the funding, we will be in a position to share our learning to ensure others working in the social care sector are inspired to operate differently. Our target was to raise £1.7m from a combination of social investment and grant funding. Over £550k of the total is in the form of non-repayable grants donated to us to influence system change across the UK.



"We know from international research that personalised services that give people more control lead to improved outcomes. Rising demand and decreasing budgets, however, present enormous challenges for service providers. As the Carnegie UK Trust has identified through our Enabling State programme, more of the same is not an option. We are therefore delighted to support Cornerstone to roll out and share learning about an innovative approach that re-thinks how we organise and provide personalised care to empower service users and staff." Martyn Evans, CEO, Carnegie UK Trust

Purpose and Behaviours

At Cornerstone, we are very proud of the fact that all our colleagues are guided by our charitable purpose – 'to enable the people we support to live a valued life, a life they choose' alongside a set of values that are integral to all we do. As part of the implementation of Local Cornerstone we have replaced the Staff Charter with a set of behaviours more aligned to our values and our new culture. The values and behaviours form the bedrock of our recruitment process, colleague induction and team training and are threaded through everything we do.



Big Issue Invest Funding

Big Issue Invest has provided funding which is targeted towards the costs of implementing new technology. Cornerstone features in the **2018 Big Issue Invest Social Impact Report** recently launched by Sir John Bird at the House of Lords. Cornerstone CEO, Ediel Harris, attended the event and spoke about Cornerstone's partnership with Big Issue Invest and the positive difference their investment has made.



Jos de Blok's Visit to Cornerstone

We hosted a visit from Jos de Blok, founder of Buurtzorg on 13th April 2018 to discuss how our two organisations may work together in the future. Jos enjoyed meeting team members from across the country.

Training Academy

If you are interested in finding out more about Local Cornerstone, please contact **mairi.martin@cornerstone.org.uk** or if you would like further information on the training we can offer to support you to implement change, please contact **trainingacademy@cornerstone.org.uk** or call us on **0300 131 3333**.



The Re-Launch of the Cornerstone Website

We are pleased to announce the recent re-launch of the Cornerstone website, www.cornerstone.org.uk. The site was officially launched on Thursday, 10th May at our North Lanarkshire branch in Airdrie. The launch was attended by people we support and their families, Cornerstone colleagues, and members of the board. Aiden Logan, supported by Cornerstone, and who also features on the homepage, was there to do the honours of cutting a cake to help celebrate the occasion.

If you want to read back copies of the [Local Cornerstone newsletter](#) or find out more about our pioneering work, please visit the new website.



Action Learning Sets

We are being supported by the Scottish Social Services Council (SSSC) as we implement Local Cornerstone. One of the ways they are supporting us is by facilitating a number of Action Learning Sets across the organisation on the theme of Innovation v Risk. Here's what colleagues had to say:

Alastair Forbes, team member said, *"I gained most value from the action learning set through the process of supporting my colleagues and listening to their feelings about their roles as well as hearing their concerns. I also found listening to their assessments of my behaviours*

very enlightening. I realised that a good proportion of what I considered to be an intractable problem was actually down to my perception of the issue and the pressure I was putting on myself to achieve a resolution. The facilitators were very skilled and knowledgeable and I was very impressed by their ability to focus and isolate the very specific root cause of issues."

Jacinta Young, monitoring and reporting advisor, said, *"The learning set was a very positive experience. It provided a place of trust and support. With the help of our facilitators, we were able to clearly articulate our issue and give voice to it with*

confidence. It was an emotional experience but one which resulted in great support from team mates and colleagues. Overall, it was a great experience and I would encourage anyone to take the opportunity to be part of this process."

Elaine Cochrane, coach, said, *"We as a group are keen to build on the momentum and as such have agreed to meet quarterly to review the value that participation in these Action Learning Sets continues to have. Overall, I found the experience to be very rewarding and I think it will help focus colleague's minds on the benefits of open questioning which aligns with our coaching culture."*

Dos and Donuts

A new resource has been produced to support our LCASTs when they are recruiting new team members. If you would like a copy, please contact recruitment@cornerstone.org.uk.





Leadership Coaching Sessions with Maria Moreno, M Potential

Maria Moreno, a professional coach from M Potential, is qualified in the use of psychometric tools and has been working with Cornerstone over the past year to help lay the foundations to build a coaching culture. Through group work and 1-2-1 sessions, we have received great feedback from many of our Cornerstone colleagues who are undertaking the training.

Maria said, *"I've been working to equip leaders and coaches with the skills and confidence to engage in meaningful conversations, provide constructive feedback, and to set high standards in realising the Local Cornerstone strategy. Early achievements are encouraging though it will take time to embed the desired culture and achieve widespread impact."*

Below are just a few quotes from some of the Cornerstone leads that are currently attending Maria's training sessions.

"The coaching sessions have been fantastic. It's interesting what you can achieve as a group if someone really challenges you to think about your management and coaching styles. For Local Cornerstone, putting a coaching style into practice will really help our colleagues to work with and support each other better."

Noel Vassallo, marketing and communications lead, The Cornerstone Foundation.

"Working with Maria, both individually and as part of the larger workgroups, has been informative, engaging and thought provoking. As we continue to work through our new strategic plan, Local Cornerstone, Maria is assisting in our journey through her effective use of open questioning and coaching. I leave her sessions feeling energised!" Louise Dickson, HR lead, Cornerstone Central

Improving Technology

We recently commenced with the next stage of our technology upgrade, with the deployment of smartphones to our community based colleagues across the country. A further 261 colleagues will access technology 'on-the-go' via Microsoft Teams where they can easily access Cornerstone's important documents and policies. Once completed, this next phase will mean that many more Cornerstone colleagues will have access to their own smart phone or mobile tablet. The introduction of new technology alongside integrated systems and processes is an important part of Local Cornerstone saving hundreds of hours per year that used to be spent on paperwork and manual processes, freeing up team members to spend more of their time with the people they support.

Coaching INCA Teams

What is INCA?

INCA stands for Integrated Neighbourhood Care Aberdeen. Aberdeen City Health & Social Care Partnership (ACHSCP) has established two community teams of NHS nurses and Bon Accord Care support workers who operate in the Cove and Peterculter areas of Aberdeen. The teams are, like Cornerstone, part of the Scottish Government test for the implementation of the principles of Buurtzorg in Scotland.

Care is provided by small, self-managing teams in a given neighbourhood and is person-centred, with needs assessed holistically rather than being based on health and social care needs. Building up informal support networks around the individual is key, as well as involving family, friends and the local community.

In Aberdeen, we wanted to bring support workers and community nurses together as one integrated team.

Enablement is another key principle of the model, with teams having the flexibility to work in a way that suits the needs of the individual.

"The INCA teams are being supported by Cornerstone through the provision of coaching support. This is proving invaluable, as Cornerstone is a few steps ahead in its journey, and the coaches are really making a positive difference to our teams as they get used to managing themselves". Gail Woodcock, AHSCP

One INCA team member said, *"The coaches are brilliant – we should have them everywhere. Those of us that took the opportunity for a one-to-one session found it really positive. In group sessions, the coach is very quick to pick up on team dynamics and is able to hone in on what people say and ensure everyone expresses their opinion."*

Scottish Social Services Awards 2018

We are proud to announce that Cornerstone has been nominated for a Scottish Social Services Award (SSSA), under the 'Courage to Take a Risk' category in relation to our pioneering strategic plan, Local Cornerstone. Students from Glasgow City College were commissioned by the SSSA to produce a short film which will be played at the awards ceremony, due to take place in Edinburgh's Mansfield House, on Wednesday, 6th June. We wish all the other finalists the very best of luck.



Commissioning Test

Working in partnership with the Scottish Government, the Care Inspectorate, Scottish Social Services Council (SSSC), Social Work Scotland, Scotland Excel, CCPS and six commissioning Health and Social Care Partnerships, we are planning a specific test as part of the overall evaluation of the model which will consider different ways of commissioning and alternatives to trading in hours of care.

Our first meeting of interested parties is scheduled for Monday 30 July in Glasgow and if you are interested in attending please contact vanessa.finnney@cornerstone.org.uk. The meeting will be facilitated by Karen Tyerman, an experienced consultant and previous commissioner of social care services in London. Karen also works on behalf of the Commissioning Academy in England.

Opt In

You have received this newsletter because you have asked to be kept up-to-date with the progress of Local Cornerstone. If you no longer want to receive the newsletter, please send an email to vanessa.finnney@cornerstone.org.uk and we will remove you from the list.

Thank you for your continued interest in our work.

Highlights

- We hosted a Local Cornerstone seminar for Scottish Government colleagues in Edinburgh in February.
- Our leader of strategy implementation presented our Local Cornerstone model at an event for housing associations hosted by Housemark.
- Our CEO shared the Local Cornerstone journey at an event on organisational development for public sector colleagues in Edinburgh organised by the Future for Work-based Learning.
- Our CEO gave an after dinner speech at an ACOSVO event on the 'Heart of Change'.
- A Blog on Local Cornerstone has been written for NESTA on the theme of People Powered Health.
- An essay on Local Cornerstone has been written for a publication called 'A Better Way' to be distributed soon.
- Study visits are planned for Civic Disability Services in Australia and South Yorkshire Housing Association.
- Meetings held with local groups in Boleskin, the Scottish Borders and Aberdeenshire to discuss the creation of new Local Care and Support Teams in rural locations.
- We are looking forward to welcoming Shona Robison, MSP Cabinet Secretary for Health to Cornerstone's Carman Centre in June. Ms Robison is keen to hear more about Local Cornerstone and to meet team members and people we support.
- In May, Cornerstone colleagues delivered a seminar on innovation and culture change management with **Fresh Thinking Labs** which is part of the Scottish Enterprise Workplace Innovation Programme.