

Future-proofing Cornerstone Strategic Plan 2021–2025 Executive Summary



Providing care
and support in
your community



Introduction

Cornerstone's new 2021-25 strategy looks to build upon our success and expertise over the last forty years and sets a refined and refreshed vision for the organisation, supported by three main strategic aims.

It is a pragmatic and realistic strategy, in line with the recommendations of the recent Feeley Review, and focusses on what we do best, making sure the people we support are able to live the best life possible.



Vision

To be the first choice for **expert** care and support for people with **learning disabilities, autism and complex care needs** in Scotland.

Strategic aims

1

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

2

To be the best employer in social care in Scotland.

3

To achieve stability and sustainability which supports future developments.

Values

Our values have been altered slightly to better reflect our commitment to person-centred care and that the people we support are at the heart of everything we do. They are now:

Caring

Person-centred

Professional

Pioneering

Programmes and projects

Each of our strategic aims will translate into three main programmes of work (see the large blue, green and pink circles in the diagram opposite). These programmes will be made up of a number of different projects guided by a Project Management Approach. Using this approach will ensure that we take a considered and systematic approach to implementing the strategy. It will prescribe the way we assess, approve, plan, co-ordinate, deliver, review and evaluate our programmes and projects.

The three programmes will be guided by four, defining leadership themes and ways of working:

Authentic

Accountable

Effective

Inspiring

This will ensure we:

Share Best Practice

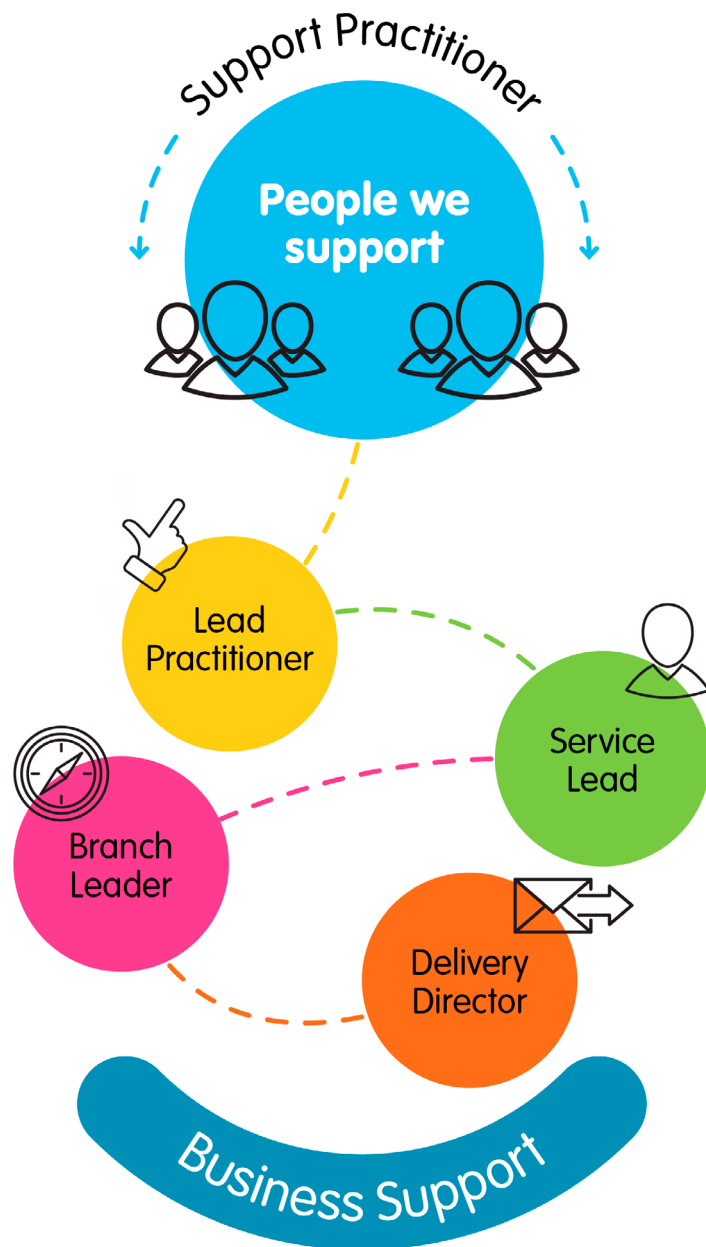
Promote Innovation

Measure Success

Adopt a Business Partnership Approach



Proposed Operating Model



A new operating model is proposed, to directly address the disparity and diversity of roles across the organisation. The new operating model will simplify our structures and provide a clear framework of responsibilities, resources and support around each team and their roles. Teams will no longer be self-managing, but will operate within an empowering and mentoring culture that promotes best practice and offers clear career pathways and professional development opportunities, in line with a skills matrix.

A number of new posts are proposed within the new operating model:

- **Support Practitioner** (this is the proposed new title for the role previously known as Support Worker/Team Member).
- **Lead Practitioner** (this is the proposed new title for the role previously known as Team Leader/Mentor).
- **The Service Lead** post is a combination of previous Service Manager and Project Lead posts.
- **The Branch Leader** title remains the same however there are proposed changes to the role profile.

Through the Local Cornerstone Review, we've listened to what you've had to say and taken the best bits forward into our new strategy, leaving behind the bits that didn't work so well. The new strategy focusses on what we're best at and how we get even better! It will help us provide the very best care and support that will make a positive difference to people's lives. It's time to learn the lessons of the past and look to the future to be the very best we can be.

You can read and download the full strategy [here](#). Your feedback and comments are very welcome through discussion at your Branch meetings or by emailing me directly at hazel.brown@cornerstone.org.uk

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