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Introduction

The Scottish social care sector is subject to a fast changing and challenging external environment - leading many care provider organisations and commissioners of social care services to seriously consider options for change.

Cornerstone has developed an ambitious new Strategic Plan for 2017-2020, which we have called ‘Local Cornerstone’. This new strategy has been designed to embrace the challenges and opportunities presented by the changing sector, and aims to position Cornerstone for continued success and a sustainable future.

This booklet has been created to give you an insight into our strategic priorities and objectives across 2017-2020. By reading this, I hope you feel fully informed about Cornerstone’s strategic direction, as well as understand the vital role you can play as we look toward the future.

Edel Harris,  
Chief Executive
Our purpose, vision and values will continue to guide us as we look toward the future:

Our Purpose
To deliver high quality care and support that enables everyone to live a valued life - the life they choose.

Our Vision
To be the first choice for care and support in Scotland.

Our Values
Caring - We feel and exhibit concern and empathy for others
Customer-focused - We offer a truly personalised service
Professional - We offer a high standard of service that meets all regulatory requirements, delivered by qualified staff
Pioneering - We strive to be innovative in our thinking and to lead the way in the care sector
Strategic Pillars

Our strategic decision making will continue to be informed by our three strategic pillars:

a) Committed to quality
b) A good and fair employer
c) Financially healthy

Key Objectives 2017 - 2020

Over the next three years, we will strive to achieve four key objectives:

a) Let’s continue to put people at the centre of our activity and assist them to live the life they choose
b) Let’s continually strive to do more than we are contractually obliged to do
c) Let’s demonstrate that we genuinely value social care as a profession
d) Let’s use our charitable income to do some amazing things that help all the people we support to live a valued life
Cornerstone has amended the Articles of Association to allow for two additional Board Directors. Applications for these places will be open to everyone who works for Cornerstone.

As we progress over the next three years, there will be many issues upon which we will need to inform, consult and negotiate with UNISON and the Employee Forum.

As such, we will continue to invest in the development of our Employee Forum (under a new name) and will continue to nurture a good relationship with UNISON.

A new internal communications platform will be introduced which will make two-way communication across the entire organisation easier and more effective.

Through this, all colleagues will be able to easily and proactively contribute to the running of their team and the organisation.
From 1st April 2017 we will replace our current regional structure with a local Branch structure. We will initially operate our services from 10 Branches. These have been identified as:

- **Moray**
- **Aberdeen City (part of) & Aberdeenshire North**
- **Aberdeen City (part of) & Aberdeenshire South**
- **Perth & Dundee**
- **Fife, Edinburgh, Lothian & Scottish Borders**
- **Ayrshire**
- **North Lanarkshire (West)**
- **North Lanarkshire (East)**
- **Glasgow & East Dunbartonshire**
- **Argyll & Bute & West Dunbartonshire**
Each Cornerstone Branch will have full autonomy to make local decisions based on their local knowledge and will develop a real presence in their local communities.

Each Branch will have a Business Leader who will be responsible for looking after the business elements of service delivery, freeing up their Team Members to focus on the needs of the people they support.

Coaches will also be appointed and teams will be able to call on these experienced colleagues for guidance, advice and insight as required to facilitate local decision making.
Inspired by Buurtzorg in the Netherlands, we are introducing the concept of self-organised teams and embracing a culture of coaching and mentoring. Buurtzorg operates using a highly successful model which challenges the current ways of providing social care.

We are one of the Scottish Government test sites for introducing the Buurtzorg principles to Scotland and have the support of many of our commissioning authorities to test this model in their areas.

The Care Inspectorate has also offered us their support as we develop this model and a senior person from the Care Inspectorate will work with us to produce a case study to be shared across the care sector. We will also partner with an independent, external organisation to evaluate our effectiveness and success.

Cornerstone plans to implement a Buurtzorg-hybrid model which includes the following core principles:

- **Putting the people we support at the centre of everything**
- **Self-organised teams of upskilled people**
- **No hierarchical structure**
- **Team work, trust and empowerment**
- **Coaching and mentoring rather than management and supervision**
- **A streamlined central support function**
- **Devolved responsibility and local decision making**
- **Efficient and simplified policies, procedures, systems and processes**
- **A fantastic internal communications tool**
- **An agile, user-friendly and simple IT infrastructure that everyone wants to use**
- **A local community focus**
Our research has shown that devolving autonomy and accountability to the frontline and empowering people to make decisions can really improve the quality of the care and support that is delivered.

We recognise that this is a significant shift in our current way of working and are planning to implement this new model via a staged approach. Initially, moving to a self-organised team will be voluntary and we would like to invite individuals to nominate themselves and become our early-adopters and champions. These colleagues will begin their journey towards becoming self-organised teams from 1st April 2017 and training and coaching will be provided to support this change. Our vision is to have all teams working in this way by 2020.

Each self-organised team will have between 8 and 15 members – ideally made up of our current Support Assistants, Support Workers, Team Leaders and Service Managers. There will be no hierarchical structure - everyone will be a ‘Team Member’ and each individual will take on a role suited to their skills, experience and abilities. It will be up to each team to organise themselves in a way which plays to the members’ individual strengths.

If you would like to express your interest in forming one of our first self-organised teams, please email LCEnquiries@cornerstone.org.uk
From 1st April 2017, we plan to organise our business support functions under one umbrella, called ‘Cornerstone Central’.

We will all continue to work together as one team, acknowledging that every role in Cornerstone plays an important part in helping us to achieve our purpose.

An important part of our new model is a redirection of resources to local Branches/teams and devolved responsibility to the frontline. As such, we will develop new ways to measure the effectiveness of our business support functions to ensure they always meet the needs of colleagues delivering care and support in the local Branches.

Another key part of the new way of working is to stop doing things within the business that do not have a direct benefit on the lives of the people we support. As such, we will improve efficiency in our operating systems and processes and ensure we allocate our resources effectively – choosing to focus on the things we do well and potentially outsourcing other services as appropriate.

Over the next three years, we will review all of our policies, procedures and reporting arrangements to ensure they reflect a culture of empowerment and trust.

Cornerstone Central activities will be determined by the needs of our local teams and Branches and we will endeavour to keep things simple.

Training will be provided to ensure Team Members can flourish within their self-organised teams. Teams will then determine their own ongoing individual and collective training needs.

Current ways of supervising, checking and controlling will become things of the past and will be replaced by more accountability at team level.
Working with Buurtzorg, we will introduce training for our Coaches and a training course for our early adopter self-organised teams.

We will reduce our management layers and have a smaller leadership team.

Our staff appraisals will become ‘colleague support’ and our culture will reinforce the idea that teams have the autonomy to solve problems at team level.

We will have an integrated IT system that improves our current ways of working, reduces manual input and increases efficiency.

We will equip all staff with their own mobile technology so that IT is viewed as an enabler and everyone will want to use our great new systems.

There will be less need for desktop computers and traditional office environments. Our intranet will be replaced by a fantastic internal communications platform that will keep us all in touch with each other.

We will form a partnership with an assistive technology provider to ensure we can maximise the independence of the people we support. Every team will have a Technology Enabled Care champion.

Adopting a coaching and mentoring approach rather than traditional methods of management and supervision:

Introducing fast, accessible and user friendly technology:
All of our fundraising activities will be grouped under one umbrella, The Cornerstone Foundation. The Cornerstone Foundation is being established to enhance our fundraising capabilities and offer the general public a clear message about why they might want to donate to our charity.

A fundraising sub-committee of the Board will be established and The Cornerstone Foundation will focus on all aspects of fundraising - with particular focus on increasing the number of individual regular donors, legacies, community fundraisers and local fundraising events.
Our New Model at a Glance

All of the elements outlined in the previous section combine to form our new organisational model:
Benefits for the People we Support

- The best care and support designed in such a way as to meet their individual needs
- A small team of carers who know them well and share their interests
- A professional team of carers who are knowledgeable about their condition or disability and are well trained and equipped to meet all of their needs
- A highly motivated staff team of creative people who always help them to meet their goals
- New and efficient business systems which enable their carers to spend more time with them and less time on paperwork
- Advice and practical help that assists them and their families to navigate the social care system
- Modern technology that enhances their lives and keeps their family members in touch with what is happening
- Access to funds from The Cornerstone Foundation that help to enhance their lives
For more information and resources on our 2017 - 2020 Strategic Plan, please visit the Local Cornerstone section of the intranet.