

Terms Of Reference between Cornerstone and UNISON: Testing Self Organised Teams



1. Introduction

UNISON and Cornerstone have been working together to ensure the success of the first self organised teams who will be testing elements of the new Local Cornerstone Strategic Plan. These Terms of Reference form the framework through which Cornerstone and UNISON will work together on the Testing of Self Organised Teams and will remain in place for the duration of the test.

2. Team Member Temporary Variation of Contract of Employment

UNISON and Cornerstone have negotiated and agreed to the attached Temporary Variation of Contract of Employment. It is agreed that anyone volunteering to join a self organised team will do so by entering and signing the variation of contract. The variation stipulates that the employee will be seconded into the Team Member role within the self organised team and that their substantive permanent post remains in place during the test. The Variation of Contract of Employment is attached at Appendix A.

3. Team Member Role Profile

A draft Role Profile has been created for all Team Members volunteering to be part of a self organised team. The attached draft Role Profile is attached at Appendix B.

4. Team Member Rate of Pay

UNISON and Cornerstone will negotiate and consult on the rate of pay for anyone volunteering to become a Team Member within a self organised team. The rate of pay for a Team Member is part of the annual pay claim process. Once negotiations have concluded the rate of pay will be communicated to all staff.

5. Self Organised Team Framework

During the test Branch Leaders will carry out an initial audit to assess what teams and individuals are ready to test self organised teams. Colleagues themselves can also use some of these tools to assess if they are ready and willing to join a self organised team. Coaches will then review all information to satisfy themselves that the team and associated individuals are ready to test self organised teams. The range of tools being used includes:

- Self Organised Team Self Assessment tool
- Self Organised Team Flowchart
- Step-by-step guide to the selection process
- Selection criteria for Self Organised Teams
- Checklist for colleagues
- Self Organised Team Health Check

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These tools will be developed and agreed during the testing process.

6. Handbook

A draft handbook will be produced and be available for all Team Members. The handbook will contain all relevant policies and guidelines to support colleagues in their self organised team. The handbook will evolve and be updated as the tests provide feedback on content and usefulness. As a minimum the handbook will contain the following:

- Operational policies and guidelines
- Cornerstone Central policies and guidelines e.g. HR policies
- Training Academy policies and guidelines
- Cornerstone Foundation policies and guidelines

7. Training Feedback

Training has been designed to ensure Team Members are given as much training and support as possible at the outset. The first self organised teams will be testing the training programme. Any feedback on areas for improvement will be reviewed by the Training Academy Lead and, where appropriate, incorporated into the training programme for future Team Members.

8. Evaluation

The Local Cornerstone Evaluation Working Group (EWG) reviews the Lessons Learned Log at their meetings. Members of the EWG include Scottish Government, Health Improvement Scotland, Care Inspectorate, SSSC, Strathclyde University and UNISON. Any feedback from the tests will be forwarded to Catriona Currie in the Quality Team to incorporate into the Log for future learning and reflections.

9. Meetings

UNISON and Cornerstone will meet as a subset of the Joint Negotiation and Consultation Committee (JNCC) meetings to ensure any actions within the Terms of Reference are progressed **timeously**.

10. Agreement

In accordance with the Recognition Agreement, any relevant decisions will be ratified at the JNCC meetings. In addition, the JNCC will also consider any final versions of relevant documents referred to in the Recognition Agreement either at the end of the test or during the test, whichever is most appropriate.

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11. Conclusion

It is paramount that a wide range of support and tools are provided to everyone involved in testing self organised teams. This Terms of Reference document is being put in place to help and support our pioneering Team Members to succeed as a self organised team. Cornerstone will update key documents as improvements are highlighted so others can benefit from any learning arisen from the tests.

Cornerstone and UNISON agree to work collaboratively during the test. Any matters that cannot be agreed under the Recognition Agreement will be subject to the Collective Disputes procedure as part of the JNCC Terms of Reference.

Name MAIRI MARTIN Deborah Clarke
Position LEADER REGIONAL ORGANISER
Date 27/9/17 27/9/17

Signed on behalf of Cornerstone



Signed on behalf of UNISON



Thank you for volunteering and agreeing to be part of testing Self Organised Teams in the new Local Cornerstone model. Testing the principles of this new model will be key to its success.

This letter contains some temporary variations to your current contract of employment. Please read through and sign to confirm you accept these variations, which will remain in place for the duration of your secondment to the Self Organised Team test.

For the avoidance of doubt, your permanent contract of employment remains in place during the testing period.

TEMPORARY AMENDMENT TO CONTRACT OF EMPLOYMENT

Between

Cornerstone Community Care, a voluntary organisation incorporated in Scotland (Scottish Charity No: SC004780) having its registered office; 39 Huntly Street, Aberdeen, AB10 1TJ ("Cornerstone")

and

("the Employee")

This Agreement sets out the variations to your Contract of Employment.

Date of Amendment

(insert date)

Job Title

You will be seconded as a Team Member in xx team.

Duties

The key duties for this role are included in the draft Role Profile which is being issued with this contract of employment.

Place of Work

Your normal place of work will be (insert service name).

Remuneration

Your hourly rate of pay for undertaking this test will be £x.xx per hour. Your permanent hourly rate of pay for your substantive post will be replaced by the £x.xx for the duration of the test.

For clarity, you are being seconded to the Local Cornerstone Pilot as a Team Member and your substantive post will remain in place. You agree to such variations

to that contract of employment negotiated and agreed with UNISON that are necessary to facilitate the secondment as set out in this agreement.

All other terms and conditions of employment will remain the same however, it should be noted that as part of the pilot you will be testing new policies and procedures and ways of working.

Collective Agreement

We recognise UNISON for the purposes of collective bargaining for the test. The collective agreement between Cornerstone and UNISON is incorporated into your contract of employment and any terms and conditions of employment agreed and/or renegotiated as a consequence of that collective agreement will also be incorporated into your individual terms and conditions of employment.

Testing and Feedback

The pilot will be revising and testing then reporting back on the following:

- Self Organised Team Framework
- Team Member Role Profile
- Colleague Handbook including key policies and guidelines
- Self Organised Team Training Programme
- Any lessons learned which will be captured on the Lessons Learned Log
- There are policies and procedures referred to in your substantive contract of employment. The test will review these with the intention of revising policies and procedures and this includes hours of work patterns, holidays, sickness, disciplinary and grievance.

Anything changed that is documented in the Recognition Agreement or Collective Bargaining Terms of Reference needs to go back through the JNCC meeting. In particular, items listed in the Terms and Conditions of Employment e.g. disciplinary and grievance policies.

Variation

The terms of this contract may only be varied by agreement following collective negotiation with UNISON and finally by the agreement of the Employee and the Cornerstone in writing.

Termination

This Agreement will automatically terminate upon the completion of the Local Cornerstone test and you will return to your substantive post on the terms and conditions applicable at that time. If the post no longer exists, Cornerstone will seek to identify and offer suitable alternative employment.

This Agreement may be terminated by you the Employee at any time upon providing Cornerstone with a minimum of one month's written notice unless the parties otherwise agree to a shorter period.

This Agreement may be terminated by Cornerstone providing a minimum of one month's written notice (unless the parties otherwise agree to a shorter period) if for any reason Cornerstone wishes you to return to your substantive post.

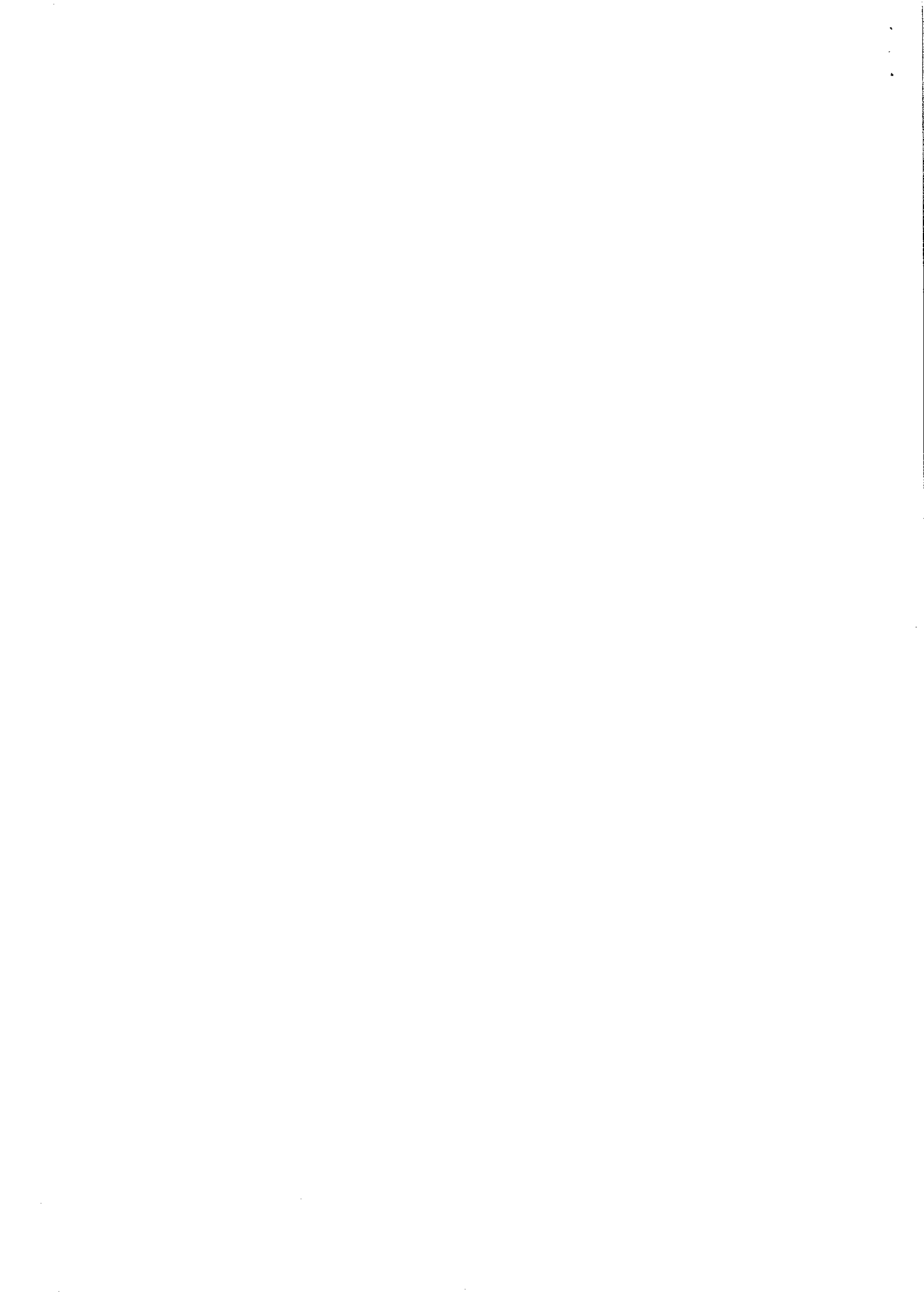
Termination of the secondment for whatever reason will not terminate your employment with Cornerstone.

Your secondment will automatically terminate should you for any reason, no longer be an employee of Cornerstone.

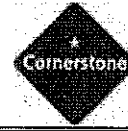
Please sign both copies of this variation to your contract of employment to indicate your acceptance. Return one copy to Cornerstone for the attention of Louise Dickson, HR Lead at the Glasgow office.

Signed

Date



Team Member



Overview

As a member of a self organising team, you will be responsible for working together to provide the best care and support possible to promote the wellbeing of the people you support. You will be passionate about achieving our Vision to be the first choice for care and support, delivering excellent person centred care and going the extra mile to ensure that the support given to the individuals Cornerstone supports, their families and your colleagues is second to none.

The main purpose of this role is to work with your team to provide the very best person centred care. Through excellent communication, trust, respect and team work, you will be given the autonomy to make decisions that will transform and improve the lives of the individuals you support. As an ambassador for Cornerstone you will be actively involved in your local community. You will be responsible for maintaining and developing strong, trusting relationships with internal and external stakeholders as well as professionals and individuals within your local community. You will work with your colleagues throughout the organisation to raise awareness and celebrate the success of the work that we do, and will organise and participate in local fundraising activities to support the work of the Cornerstone Foundation.

You will be working in a supportive and empowering environment. There are frameworks, policies, guidelines and training in place to assist you to be successful in your role.

We need you to:

- Work with your team, the individuals you support and their families/carers to provide excellent, outcomes focussed person centred care
- Ensure full compliance with all relevant regulation and legislation including Health & Safety, SSSC and National Care Standards
- Actively seek and recruit new team members using Cornerstone's recruitment framework and utilising Cornerstone Central for support where required, and ensuring those recruited are a good fit with Cornerstone's Values and the choices and needs of the people we support
- Ensure all new Team Members are welcomed, given a full induction and trained to the highest level
- Actively look for and access learning and development opportunities for yourself and your team that will enhance team performance
- Be involved in coaching and training that will enhance your team performance
- Work with team's strengths to jointly determine responsibilities and allocate tasks in accordance within the Self Organising Team Framework and Branch and Colleague Handbooks, e.g. report writing, devising rotas, managing local finances (e.g. petty cash and the finances of the people you support) etc.
- Work closely with your Team Members to ensure that any absence, e.g. annual leave and sickness is covered by another Team Member so there is minimal impact on the people we support
- Ensure that both you and your Team operates in accordance with the Branch Handbook and Cornerstone Values
- Take a shared responsibility to ensure that you meet the required Team productivity levels and quality targets

Team Member



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- Develop, nurture and maintain excellent professional relationships with relevant internal and external stakeholders, including Health & Social Care partners, GPs, local community groups
 - Have a good understanding of your local community resources and use them to help enhance the lives of the people you support
 - Seek advice, guidance or escalate any issues or risks that can't be resolved at Team level to the Coaches
 - Draw on support from your colleagues at Cornerstone Central when you need an additional level of expertise
 - Maximise the benefits of IT systems and utilise them to enhance the service you provide
 - Fully utilise the internal communications platform to gain and share knowledge
 - Organise and participate in fundraising activities that will support the work of the Cornerstone Foundation and enhance the lives of the people we support
 - Carry out any other duties relevant to the post

Key ingredients of your role are to:

People we support

- Be passionate about the delivery of great care and support focussed on helping people to live the life they choose
- Have a real passion to do the very best you can to ensure that the people we support and their families receive the highest quality of service
- Enjoy excellent, open and honest relationships with the people you support and their families while maintaining professional boundaries including adhering to the SSSC Code of Practice
- Be flexible and responsive to each individual's changing needs
- Always make decisions that are in the best interests of the people we support
- Maintain enthusiasm and drive in achieving our charitable purpose

People we employ

- Recognise individual strengths within the Team and work together to ensure an effective, collaborative approach
- Share your knowledge and expertise with your Team and the wider organisation, contributing to a motivated, proud and empowered culture
- Be welcoming and accessible to colleagues and take time to hear, see and recognise their contribution and points of view
- Have a positive attitude, be excited about working in an empowered culture and always seek to solve problems and remove obstacles
- Encourage and support new ideas brought forward by your team and colleagues in the wider organisation

Partnerships

- Always promote the culture, ethos and purpose of Cornerstone

Team Member



- Establish, develop and maintain strong relationships with the people we support, families, colleagues, external contacts, corporate & community partnerships and stakeholders
- Nurture an external network that benefits the organisation and ultimately the people we support

Culture

- Ensure Cornerstone's Values are embedded and reflected in all you do
- Create and contribute to an environment where creativity and excellence thrives
- Be responsible for your own personal and professional development
- Use your pioneering spirit to inspire everyone around you

Operating model

- Any improvement to keep systems and processes as simple as possible should be highlighted to the relevant colleague e.g. Branch Leader, Coach, Cornerstone Central Leads to free up your colleagues to focus on the people we support
- Always trust that your colleagues will do the right thing and act in the best interests of the people Cornerstone supports

Technology

- Effectively use and embrace technology to enhance the effectiveness of the service you and your Team deliver
- Explore new technological opportunities that will compliment and enrich the service you and your Team deliver

Person Specification

- Educational Qualifications SCQF Level 5-7

You will also have obtained or be working towards at least one of the following:

- SVQ Level 2 or 3 in a related discipline
- Qualification in specialist care provision such as childcare, autism, working with older people

It is important that you have the qualifications for the role but it is just as important that you can demonstrate that your experience, values and attitude compliment Cornerstone's Aim, Mission, Vision and Values.

We need you to bring:

- A passion for delivering excellent person centred care and support
- A caring and professional attitude.
- Brilliant communication skills; both written and verbal
- A positive attitude to problem solving
- Ability to work on your own initiative

Team Member



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- Ability to work collaboratively as a helpful, positive member of a Team
 - Ability to carry out the physical demands of the role
 - Confidence in the use of technology
 - Excellent language and numeracy skills
 - An understanding of working in an empowering, self-managing, coaching culture
 - Excellent planning, organising and time management skills
 - Ability to respond flexibly to emerging and changing circumstances

It would be great if you also have:

- Previous experience of working in a social care setting
- Experience of working in an empowering, self-managing, coaching culture
- A sound understanding of professional accountabilities and responsibilities