

Cornwall Rural Community Charity

# STRATEGIC PLAN 2024-2029



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# EXECUTIVE SUMMARY

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Cornwall Rural Community Charity (CRCC) is an organisation dedicated to supporting and strengthening Cornwall's Communities to improve quality of life.

This business plan sets out our vision for the next five years. We focus on what we do well: delivering quality services and activities to those communities and individuals who most need our support. Our overall objective is to create a more mixed income stream that includes some short-term fixes to support ongoing stability, mid-term capacity development and long-term growth.



# WHO WE ARE

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## OUR VISION

*Supporting and strengthening Cornwall's Communities.*

## OUR MISSION

*Improving the quality of life of our communities through delivering high-quality services and specialist provision.*

CRCC is part of a network of 38 RCCs across England, all sharing the aim of enhancing rural communities. RCCs are represented at a national level by ACRE (Action with Communities in Rural England). CRCC has offices in Redruth, Penzance, Truro and Looe. The charity delivers varied projects, which are greatly valued by those supported.

With, on average, 70 staff and a turnover of approximately £2M a year, we are **specialists** in developing communities through:

- Engaging with communities in Cornwall
- Empowering young people with special educational needs to achieve by providing life and work experiences
- Supporting unpaid carers to improve their wellbeing and recognising their value to our community
- Supporting fishing communities within Cornwall to access grant aid
- Empowering communities to develop local spaces for the future and providing the tools to keep them clean
- Maintaining a culture of excellence within our organisation.



# OUR VALUES

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CRCC's values reflect our purpose and have been written collaboratively by staff, Trustees and volunteers.



## ENGAGE

We work with local communities to enable them to identify their needs. We aim to meet these needs through offering practical, innovative and professional support whilst offering opportunities for individuals and groups to reach their potential and foster community cohesion. We respond to community needs and demands, encouraging self-advocacy and the effective representation of those needs.



## SUPPORT

With honesty, integrity and respect, we strive to help people achieve their potential by valuing diversity and empowering individuals to reach their aspirations.



## ADAPT

We will use our resources, collective skills, knowledge and experience effectively to enable and support individuals and the community to achieve positive outcomes.

In working with individuals and groups, CRCC will respect the following values:

- We will be flexible, adaptable and responsive;
- We will respect views expressed to us and ensure that they are given an appropriate hearing;
- We will not seek to impose our views on others;
- We will be proactive where we see potential solutions to needs brought to our attention;
- We will pursue an active policy of equal access to our services, equal opportunity for customers and staff and sensitivity to the needs of individuals and groups;
- We will promote dialogue and mediation.



# CORE SERVICES & ACTIVITIES

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CRCC has 3 key areas: Education & Training, Carers & Wellbeing and Rural & Coastal, each led by a member of the leadership team. The departments work in an integrated way to deliver the following services and activities:



## RURAL & COASTAL

- Support voluntary and community groups to reduce litter and its impact, protecting our landscape and promoting the importance of keeping our county litter-free.
- Empower local infrastructure in Cornwall, providing local spaces for businesses, groups and individuals.
- Support Voluntary and Community Sector Organisations to demonstrate their impact through use of the Social Value Engine and data impact evaluations.
- Seeking grant funding and providing sustainable support to fishing communities in Cornwall and beyond.



# CORE SERVICES AND ACTIVITIES

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## EDUCATION & TRAINING

- Deliver an Adult Education funded programme for young people aged 16-24 who have an Education, Health & Care Plan.
- Provide information, advice and guidance to young people with special educational needs.



## CARERS & WELLBEING

- Provide a range of high-quality support services for unpaid carers throughout Cornwall.
- Provide information and advice to increase wellbeing and connection to an individual's community
- Support adults to build their confidence with digital skills.





# CRCC LEADERSHIP

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## Trustees, CEO and the Senior Leadership Team

As a charity limited by guarantee, CRCC has a Board of Trustees who oversee our operation and meet quarterly.

At the start of 2024, there were 8 Trustees and we are actively looking to recruit additional Trustees with relevant specialisms to deliver against this Strategic Plan. An annual skills audit is undertaken with all Trustees to ensure that we have a range of skills to guide us in driving our organisation forwards.

CRCC operates with our Chief Executive Officer as the key decision maker. The CEO works with CRCC's senior leaders to combine their strengths to work in a democratic and facilitative way. Each senior leadership team member retains specific areas of responsibility and accountability.

CRCC is committed to staff engagement in the understanding, design and delivery of all aspects of the charity. This will be achieved through regular, inclusive staff days, staff surveys and other methods. We want all staff to buy into the ethos of CRCC and to celebrate our successes.



*Katherine Nissen, CEO*





# REPRESENTATION ON STRATEGIC BOARDS

CRCC sees itself as a strategic leader in Cornwall for voluntary and community organisations and is represented on a number of strategic boards, including:

- ACRE – Action with Communities in Rural England
- Cornwall Voluntary Sector Forum facilitated Strategic Alliance, Infrastructure Alliance and Mental Health Alliance
- Local Enterprise Partnership (LEP)
- Integrated Care Alliance – North & East
- Cornwall National Landscapes Executive Board (Cornwall AONB)
- Cornwall and Isles of Scilly Safeguarding Adults Board
- Carers Partnership Board
- Older Adults Partnership Board
- Diversity to Thrive



# CRCC PARTNERSHIP OPPORTUNITIES

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We value the opportunity to work in partnership with valued colleagues across Cornwall. We engage in:

1. **Public Sector Collaboration:** Strengthening partnerships with local government and public sector agencies can improve coordination of services, share resources, and amplify the sector's impact.
2. **Corporate Social Responsibility (CSR):** Collaborating with local businesses through CSR initiatives can provide financial support and access to skills and resources. Businesses can benefit from the positive social impact of these collaborations.
3. **Cross-Sector Partnerships:** Engaging with other sectors such as healthcare, education, and environment can create innovative solutions to complex challenges. For instance, partnerships with healthcare providers can improve community health outcomes.
4. **Networks and Alliances:** VCSE organisations should leverage the full potential of networks and established alliances to share best practices, pool resources, and collectively advocate for the sector's interests.
5. **International Funding:** Exploring opportunities for international partnerships and funding can open up new avenues for growth and global recognition of Cornwall's VCSE sector.

In conclusion, the voluntary and community sector in Cornwall plays a crucial role in addressing local challenges and fostering community wellbeing. While it possesses many strengths, including community engagement and adaptability, it also faces several challenges, including funding uncertainty and rural isolation. To thrive in the future, the sector may need to continue diversifying funding sources, embracing technology, and finding innovative ways to collaborate and address the evolving needs of Cornwall's communities.



# LOOKING TO THE FUTURE

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We plan to focus on what we do well: delivering quality services and activities to those communities and individuals who most need our support. This is becoming harder to achieve year after year as funding becomes a scarce resource for the community development activities that we support.

We want to ensure that we are able to continue to support the needs that our communities identify. To do this as an organisation we need to:

- engage and consult with our communities more robustly
- spot new opportunities to fund our work, explore alternative ways to create earned income and
- actively seek out sponsors and donations and identify individuals who can support our funding aspirations.

**We strive to add value and achieve the best value in all areas of our existing and emerging work.**



# BENEFICIARY NEEDS

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We identify the needs of our communities in many ways, both directly and indirectly including:

- collaborative research initiatives
- community insight and evaluation
- feedback across our carers provision
- attending community events to speak with people where they live
- annual staff surveys- proactive feedback through supervisions and appraisals
- feedback from staff through their work and insight
- listening to participants on CRCC's education provision
- talking with our volunteers
- listening to feedback
- working with data from Cornwall Voluntary Sector Forum (CVSF) training needs analysis, VSF infographics and Cornwall Council's Intelligence Team
- actively engaging with the Infrastructure Alliance and talking to other infrastructure organisations
- when beneficiaries exit our services, we collect and evaluate user feedback which allows us to scope our services for the future.





# CRCC STRATEGIC AIM AND OBJECTIVES

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We have an overarching strategic aim, with a set of objectives, intended impacts and success measures. These are detailed and reported as part of our Annual Operating Plan.

## **Overarching Aim:**

Listen and take a proactive approach to the changing landscape and develop our services as appropriate within our three core areas of business.

## **Objectives:**

- Guarantee financial sustainability – safeguarding the future of CRCC and its services.
- Employ our values to provide an environment to allow staff to be productive, engaged and caring.
- Ensure quality through evaluation of feedback and achievement of quality marks.



# DESIRED OUTCOMES

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## RURAL & COASTAL

- Project delivery to support environmental, social and economic resilience
- Ensure that projects are financially viable and have deliverable targets
- Be proactive in seeking innovative solutions and pilots for our rural and coastal communities
- Be aware, engage and network to ensure partnership solutions
- Embed social return on investment as a key measure of success.



## EDUCATION & TRAINING

- Programmes within Learn Your Way and Work Your Way will provide personalised learning and work experiences (including Supported Internships) for young people with EHCPs to ensure they reach their full potential, contribute to social inclusion, stimulate economic development, widen participation in learning and promote a culture of lifelong learning
- To offer a variety of education and training opportunities to benefit the communities of Cornwall.





# DESIRED OUTCOMES

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## CARERS & WELLBEING

- Support is in place to prevent adult carers from crisis or carer breakdown
- Carers have access to support to improve their quality of life
- The need for formal care and support for carers (health and social care) has been reduced or delayed
- Unplanned use of emergency services has been reduced or avoided
- Provide a range of offers which will look to enhance wellbeing and reduce loneliness and isolation within our Cornish communities.

## THEMES WE ARE CURRENTLY EXPLORING

- Climate change resilience and our place within that
- The function of churches, schools and community spaces in everyday community life
- Community transport
- How to reduce digital isolation
- The impact and support of our industries on community life including fishing, farming, mining and tourism
- Mental ill health and wellbeing in the communities we support.

We are very much aware of the economic and social developments that will have an impact on our communities and we will respond accordingly.



# THEORY OF CHANGE

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Within any business or charity, there is a need to monitor, evaluate and learn from practice as we need to understand what we are doing and how it makes a difference.

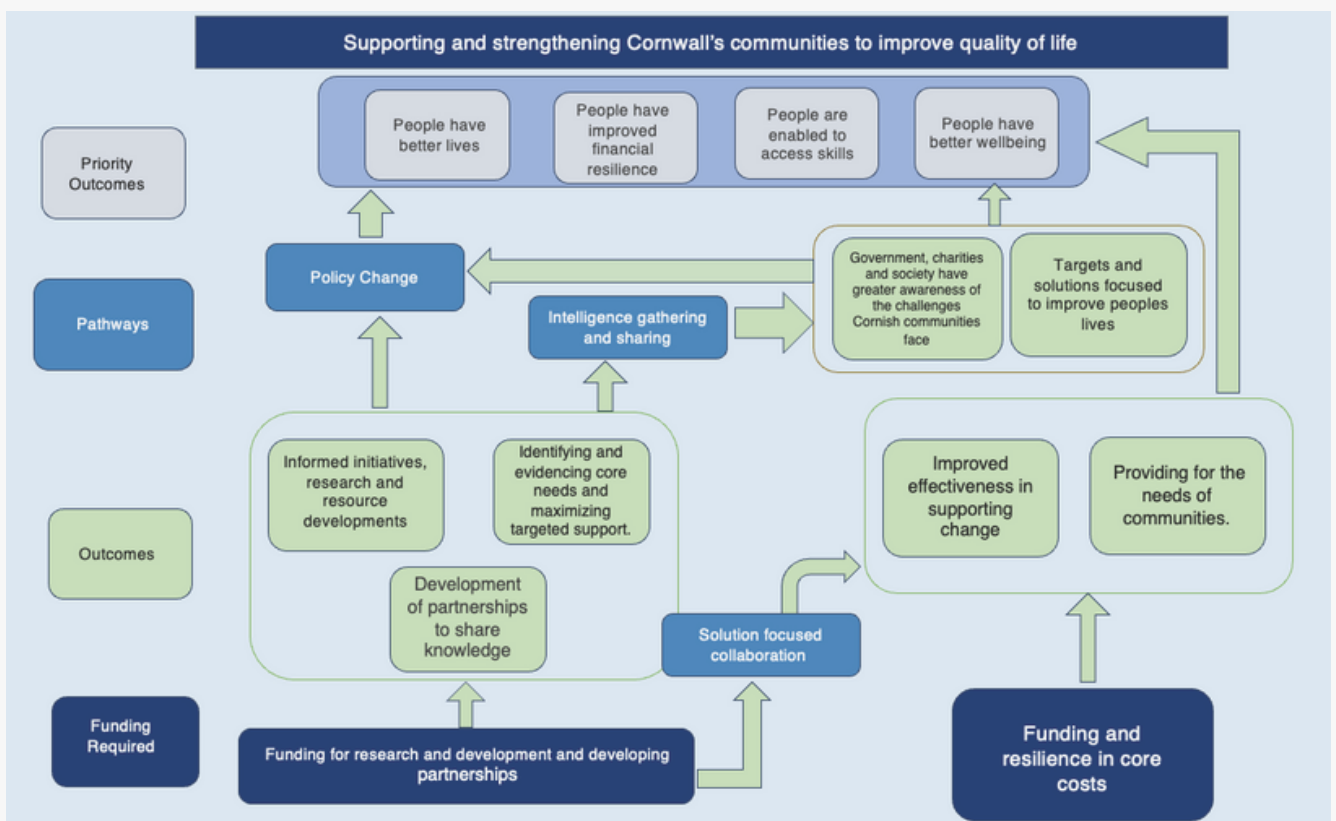
Theory of Change is a way of thinking about our charity, its impact, challenges and needs and gives a structure to outcomes and outputs. We need to accommodate the uncertainty, unpredictability, and complexity of change. We need to monitor, evaluate and learn in a way which makes the charity credible, reliable and instructive. A starting point is a Theory of Change as shown below. This is our current starting point for the journey ahead. We have considered:

- What needs to change?
- How to make that change come about?
- Who needs to do things differently in order for change to come about?
- What barriers to change need to be overcome?
- What are the factors that increase or decrease the barriers, and which are the most important to address?
- Which barriers are best placed to make a contribution to tackling change, given the range of factors involved ?
- What is our strategy?

We believe that this Theory of Change model coupled with our strategy, business plan and operational plans will enable us to be a charity of the future, supporting Cornwall's communities within our stated areas of focus.



# THEORY OF CHANGE



# DELIVERING OUR GOALS

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To deliver against our business plan, CRCC has:

- 1.** An annual Operating Plan which is mapped onto the business plan and reported against at the Leadership Team meetings. It sets out our aims, objectives, intended impacts and success measures. (one page overview linked to budget).
- 2.** A high-level budget plan.
- 3.** Strategies including communication, income generation, fundraising and marketing.
- 4.** A reflective approach, coupled with consultation and evaluation processes, which continually analyse spend, effectiveness and efficiency of projects and benchmarks against our main competitors.
- 5.** A partnership approach in order to maximise resources across the voluntary and community sector.
- 6.** A staffing structure that is fit for purpose with scope for planned expansion.

We will review this strategy annually in line with our values and core aims for each period.



# OUR PLEDGE

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CRCC will continue to learn from the past and build for the future through horizon scanning and community consultation to ensure we are always responding directly to local needs, continuing to develop our knowledge and skills and understanding what we need to do differently.

We are ambitious in our field of work and take a measured approach to risk. This allows the Board to be risk-aware rather than risk-averse as it pursues a policy of managed, sustainable growth.

CRCC regularly collects feedback from all its service users and partners and works with that feedback to regularly review and improve all its service provisions and activities.

**We will remain committed to continuous review of the quality of our services.**



Cornwall Rural Community Charity

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**Cornwall Rural Community Charity**

Registered as Cornwall Community Development Ltd.

Charity no: 1087550, Company no: 4144745, VAT no: 294416679.☒

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