

# Cornwall Rural Community Council

*Konsel Kemmynieth a'n Pow Kernow*



## Business Plan 2005-2010

*Activities and Targets 09-10*



supporting cornish communities

Cornwall Rural Community Council

*Konsel Kemmynieth a'n Pow Kernow*

# CRCC Vision, Mission and Values

**Vision.** A thriving and self confident Cornish community.

**Mission.** To empower individuals and groups across Cornwall and the Isles of Scilly in order to sustain and enhance the quality of life in the community.

To do this we will adopt the following philosophies:

- Give people and communities the tools to determine their own priorities and paths
- Respond to demands from them and the needs expressed by them, encouraging self-advocacy and the effective representation of those needs
- Strengthen and support the social, community and economic regeneration of Cornwall and the Isles of Scilly, and voluntary activities and self help within them.

## CRCC Services and Activities

### Voluntary Sector Support

#### **Voluntary Sector Support.**

Building the capacity of rural voluntary and community sector groups through community development activities, guidance, information, networking and training.

**LINK in Cornwall.** The aims of LINK are to listen to and reflect people's views and experiences of local health and social care services and to work with the people who plan and run them to help make them more effective and improve delivery.

**Design.** A graphic design service offering a range of promotional and corporate material for community groups, social enterprises and voluntary sector organisations.

**ICT.** An information and communication technology service for charities and voluntary groups, offering practical support and advice.

### Inclusion

**Capacity Building.** Capacity building of the voluntary and community sector by developing organisations, networks and partnership projects that support vulnerable adults and their carers

**Social Inclusion.** Support for play and young people focused projects, addressing issues of social exclusion. Helping to give a voice to those socially excluded and most in need. Support for black and minority ethnic (bme), migrant workers, gypsy and traveller communities, whilst also raising awareness of the issues they face.

### Carer Support

**Carer Support.** Offering advice, information, support and a listening ear to those looking after a relative, friend or neighbour living at home. This service is free and confidential. Also provides support to generic carers groups across the County including a young adult carers group.

**Young Carers.** Giving information, arranging time out, giving practical help and a listening service to carers between the ages of 5 and 18 years, who are living with disabled or chronically sick adults or children.

**Values.** In working with the community, CRCC will:

- Be flexible, adaptable and responsive
- Be respectful of views expressed to us and do our best to ensure that those views are given an appropriate hearing
- Seek to empower people to express their views
- Be pro-active where we see potential solutions to needs brought to our attention

- 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
- Mediate and promote dialogue between groups in conflict
- Set up projects that are sustainable
- Seek to work with integrity and sincerity.

## Community Development

### Community Development.

Advocating, influencing and supporting policy development at a local, regional and national level to address the needs of rural communities.

### Community Planning.

Working with communities to help them undertake consultation and to produce community-led plans which identify their needs and aspirations.

**Rural Services.** Advice and support to assist the development of projects arising from the community-led planning process.

### Community Enterprise.

Providing support, advice and training to groups wishing to establish and develop community based social enterprises.

### Community Buildings.

Advice and support to assist management committees in the running and development of village halls and other community buildings.

## Mental Health

### Cornwall Mental Health Project Service User Involvement.

A gathering of people with mental health problems including service users and carers. There are six forums across Cornwall supported and co-ordinated by CRCC.

### Independent Visitors Scheme and Community Independent Visitors Scheme.

Providing independent opportunities for in-patients to raise issues about their experiences with the relevant bodies, to improve and develop service delivery.

### Self Help Groups and Individual Empowerment Grants.

Grants specifically for people with mental health issues.

**ReGain.** In September 2009, it is anticipated that Nightlink and Sanctuary will establish themselves as an independent social enterprise.

Nightlink - A confidential freephone listening service for anyone experiencing emotional distress.

Sanctuary - Offering time out in a safe, supportive, non-medical environment.

## Core Activities

**Finance.** Working in partnerships with public, private and voluntary sectors to shape strategic delivery initiatives to benefit rural communities, including shaping infrastructure investment plans and their implementation.

### Human Resources.

Managing our human resources effectively for the benefit of the organisation, staff and stakeholders. Ensuring CRCC's relations and communications with stakeholders and the wider public are clear, positive and relevant.

### Organisational

**Training Plan.** Maintaining and developing office resources and systems effectively and efficiently.

**Marketing.** Ensure CRCC sends out a clear message to all of its users, funders and stakeholders by marketing its services correctly through a combination of media, website and literature.

### Supporting Service

**Delivery.** Support for projects in the planning, administration and operation of their activities.

# Contents

## 2 CHAIR'S INTRODUCTION

## 3 ABOUT CRCC

## 4 PROFILE OF CORNWALL

## 5 CRCC IN CORNWALL

## 6 SERVICE USERS

## 6 STAKEHOLDER ENGAGEMENT

## 6 PARTNERS

## 7 CRCC SERVICES

## 9 VOLUNTARY SECTOR SUPPORT

10 Voluntary Sector Support

11 LINK in Cornwall

12 Design

13 Information Technology Support

## 15 INCLUSION

16 Capacity Building

17 Social Inclusion

## 19 CARER SUPPORT

20 Carer Support

21 Young Carers

## 23 COMMUNITY DEVELOPMENT

24 Community Development

25 Community Planning

26 Rural Services

27 Community Enterprise

28 Community Buildings

## 29 MENTAL HEALTH

30 Cornwall Mental Health Project Service User Involvement

31 Independent Visitors Scheme and Community Independent Visitors Scheme

32 Self Help Groups and Individual Empowerment Grants

33 Sanctuary

34 Nightlink

## 35 INTERNAL SERVICES

36 Finance

37 Human Resources

38 Organisational Training Plan

39 Marketing

40 Supporting Service Delivery



# Chair's Introduction

This is my second year as Chair of Cornwall Rural Community Council, and one of which I find myself increasingly more involved in the workings of the RCC, in what are very trying times of the current economic climate. The credit crunch is not only affecting funding generally, but as a third sector charitable organisation, we find ourselves having to compete with much larger out of County organisations in the ever-increasing necessity of tendering for services, whilst ensuring that we continue to provide a first class service to Cornish communities, empowering individuals and groups across Cornwall and the Isles of Scilly in order to sustain and enhance the quality of life in the community.

During the past 12 months, I have instigated a re-structure of the Trustee Board, creating an Executive Committee, which provides a forum where issues and problems can be dealt with quickly, resulting in proposals being taken to the Full Trustee Board for immediate voting and implementation.

CRCC provides its services and projects because there are gaps in statutory services; because people fall between the various strands of government support; because some people find it hard to get their voices heard; because volunteers in our communities should not be left without any support and because there is a demand from people for us to provide them.

CRCC carries out nearly all its work in partnership with other bodies in the voluntary, public and private sectors and accesses funds from a range of different sources.

This Business Plan sets out CRCC's intentions for a five year period from 2005 until 2010, with this being the final update of the plan, identifying CRCC's services and projects, with activities and targets, for the year 2009-2010. Our new 5-year Business Plan will be created within the 3rd quarter of this financial year and will run from April 2010-2015.

Paul Parkin

Chair June 2009

# About CRCC

## HISTORY

Cornwall Rural Community Council (CRCC) is an independent charitable company, originally founded in 1946. The charity was established as a company limited by guarantee in 2001.

CRCC is one of a network of 38 Rural Community Councils (RCCs) that exist in each county of England, all sharing the aim of promoting any charitable purposes for the benefit of rural communities. RCCs maintain close relations with national and local government. We are represented at a national level by ACRE (Action with Communities in Rural England), and in the region by SWAN (the South West network of RCCs).

## GOVERNANCE

CRCC has a voluntary governing body, the board of trustees, appointed into two categories. The first, independent trustees, the second, representative trustees who are nominated by central bodies to serve as their representatives.

The trustees are responsible for the policy and management of the CRCC and have an Executive Committee, which consists of chair and vice-chair, plus six trustees, who meet at least 4 times a year, plus the Full Council Committee, who meet 4 times a year.

## STAFF AND FINANCE

As at May 2009, CRCC employs 23 full time staff and 35 part time staff. Financial support for the work of CRCC comes from the Government Office of the South West, Cornwall Council, the Primary Care Trust and through various charitable foundations, as well as central government and SWAN.

## SERVICES

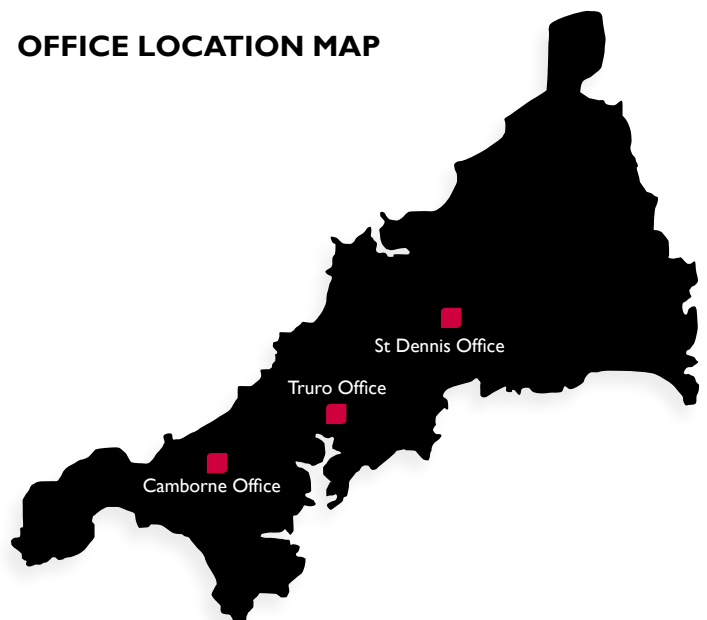
CRCC run a wide variety of services and projects mostly in partnership with other bodies to achieve our vision and mission. We also use our experience to promote the interests of those we work with and to seek improvements in policy and practice in government departments and for the voluntary sector.

## OFFICES

CRCC's main office is at 2 Princes Street, Truro. This office provides the services of IT Support, Human Resources, Finance, Marketing, Design, Community Development, Rural Services, Community Enterprise, Community Buildings, LINK in Cornwall, Carers Support and Mental Health services.

CRCC has two other offices, one at 14 Chapel Street, Camborne, which provides the services of Community Planning, Young Carers and Carers Support Co-ordinators. The other at Claytawc, St Dennis provides the Inclusion Service and Capacity Building. We also have a pre-crisis Sanctuary House (see page 34) and provide a freephone listening service (see page 33). From Oct 09, the two projects will merge as an independent social enterprise, called Re-Gain (Cornwall) CIC.

## OFFICE LOCATION MAP



**Truro Office** - Take the A390 into Truro. Our office is based in Coinage Hall in central Truro, close to rail links, the bus station, cars parks and taxi rank.

**Camborne Office** - Take the A30, then A3047 into Camborne. The office is situated next to Wesley Chapel. Its near the train station and Rosewarne car park is close by.

**St. Dennis Office** - Take the A30, then B3279 into St Dennis. The office is based in the old school and there is car parking directly outside.

# Profile of Cornwall

Cornwall is a county of outstanding natural beauty and spectacular coastline that is striving towards a prosperous future.

Following significant funding from Europe in the form of Objective One and with a second round of Convergence funding, Cornwall has started to experience a transformation in its economic fortunes. With 100% broadband coverage, the best business start up rate outside of London and an excellent business support network, Cornwall is fast developing a knowledge economy and is creating a niche for itself as digital technologies develop. There are examples of thriving businesses across the whole economic spectrum. Productivity and wages still remain low compared to national averages, reflecting the continued need to restructure the economy.

Much improved transport links have meant that Cornwall's relative isolation is being overcome. The long distance road and rail connections to Cornwall are vital and improving and maintaining these links is a key concern.

In general terms, the traditional industries of Cornwall such as tin mining and china clay, farming and fishing have declined significantly in recent years. There are, however, considerable resources of skilled labour and recently there has been substantial growth and diversification in the manufacturing industry. The farming and food sectors are forging a brighter future together through building upon opportunities to work together under a strong Cornish brand.

Recent developments such as the Combined Universities of Cornwall, the Eden Project, the Peninsula Medical School, the Tate Gallery and the National Maritime Museum have helped to put Cornwall on the map and provided an opportunity to support research and business development across Cornwall.

The current financial downturn has resulted in a significant impact on the self-employed and small businesses, as well as on the 3rd sector as government funding is at a minimum, whilst it looks to reduce the national debt.

Cornwall is a rural county. With just over half a million inhabitants, Cornwall has the lowest population density of any county in the South West. Only a third of the population lives in towns with a population of over 10,000. Many of the smaller towns are in the east of the county where the population density is relatively sparse. Cornwall's population growth in the last 30 years has been over 20% and the county was among the five fastest growing counties in that period, which has been entirely due to net inward migration. The majority of people migrating to Cornwall are people currently of working age, including families with children. International migration is

a feature of this trend. However, Cornwall has an older population than nationally, and it will continue to be an ageing population. 97% of people identify themselves as being white British in the last census, with a wide range of other ethnic groups represented. 'Cornish' is known to be a significant ethnic group in Cornwall and other surveys have suggested that approximately 35% of the population regard themselves as Cornish. 75% of people in Cornwall profess to have a religious faith, mostly Christian.

Some people and areas in Cornwall experience exclusion from every day aspects of life that most of us take for granted. 33% of households in Cornwall live in areas ranked within the 25% most deprived in England. The range and extent of vulnerable groups in the population needing support is significant and an aging population will add to this. Affordable housing is a key issue, particularly for first time buyers and those on low incomes. The average house price is significantly higher than both the regional and national averages and average income levels remain low. As a result, houses are relatively more difficult to afford than nationally.

Cornwall is proud of its heritage and way of life. A strong sense of identity underpins the distinctive offering which Cornwall has to make. Cornwall's culture is constantly evolving and defined as a set of shared values that defines people in Cornwall. Its vibrant creative scene is thriving. From cutting-edge, internationally acclaimed artists to theatrical performances on the beach, Cornwall's creative sector is taking the wealth of talent in Cornwall to new audiences. World Heritage Site status has recognised the value of Cornwall's past and how it can be used to support its future.

Cornwall's natural and historic environment is its strongest asset and underpins economic activity, such as tourism, agriculture and fishing and the newly developing industries based around environmental technology. Of Cornwall's landmass, more than 51% is either classified as an Area of Outstanding Natural Beauty or Areas of Great Landscape Value. There are more than 140 sites of Special Scientific Interest covering more than 3% of the county, almost 2,000 Scheduled Ancient Monuments, more than 12,500 listed buildings, and 2 important Historic Battlefields.

In Cornwall, a resident uses 3.5 times the sustainable level of resources. Cornwall is a contributor to climate change and climate change will have a significant impact on it. As elsewhere, Cornwall needs to develop modes of living which secure a healthy natural environment and a resilient, low-carbon economy based on responsible stewardship of depleting finite resources.

*Extract from Evidence Report (LINC 2008) Cornwall Strategic Partnership*

# CRCC in Cornwall

## **SOCIAL, ECONOMIC AND COMMUNITY CHANGE**

CRCC has been encouraged by the increased focus, nationally and in Cornwall, on involving communities in all types of planning, often, at a local level with projects like Parish Plans.

Regionally, however, there is still no successor programme to the Rural Community Council managed CRISP (Community Regeneration in the South West Partnership) and it has become more, rather than less, difficult to resource such work locally.

## **LOCAL GOVERNMENT CONTEXT**

Locally based groups and organisations remain the bedrock of rural community life, but support for them is fragmented and subject to change.

April 2009 has seen the creation of a single local authority for Cornwall, and CRCC is working closely with the Cornwall Council team to embed the positive developments of recent years in the new structure.

With community planning there remains some discontinuity between Local Strategic Partnership processes, Market Town Action Plans and Parish Planning processes at a very local level. The decision by the LAA board to focus CRCC's community-led planning and post-plan development work in the 17 Aggregate Levy Sustainability Funded parishes does create difficulties in maintaining these services in Cornwall as a whole. For rural communities, the lack of resources or support to implement these plans (at whichever level) could undermine confidence in the community planning agenda. The creation of local community networks, under the plans for local government reorganisation, represents a key opportunity to address these issues.

The voluntary and community sector in Cornwall continues to grow in strength and capability, but there is still some way to go in developing an equal partnership with local government and other local public agencies. However, it does appear that the focus from central Government on this issue is encouraging the public sector in Cornwall to value more the voluntary and community organisations. The emergence of the Cornwall Infrastructure Partnership, of which CRCC is a board member, signifies a new desire within the voluntary and community sector to develop influence, and help to strengthen this positive trend.

## **REGIONAL CONTEXT**

Regional working across the South West is growing, including that between Rural Community Councils and is currently led by SWAN (South West ACRE Network). Swan members are Gloucestershire Rural Community

Council, Community Action (formally Avon), Community Council for Somerset, Community First, Wiltshire, Dorset Community Action, Community Council of Devon, and CRCC.

The South West Regional Development Agency has sharpened its economic focus and increased its range of action, taking on a key role in the European Convergence programme.

## **NATIONAL CONTEXT**

DEFRA's Rural Strategy 2004 has removed the Countryside Agency from delivery and increased the role of regional Government Offices, Regional Development Agencies, local partnerships and the voluntary sector, including the Rural Community Council network. However, there has been a year-on-year reduction in DEFRA funding for our work, resulting in a 20% decrease to April 2009.

The Office of the Third Sector, a unit within the Cabinet Office, has had an impact, and has provided impetus for development within the voluntary and community sector.

## **EUROPEAN CONTEXT**

European funding will continue to be important to Cornwall. Though the Objective One programme is now finished, Cornwall's rural communities should benefit from regeneration initiatives flowing from the new £500 million Convergence Programme, which should:

- Generate stronger, sustainable economic growth
- Increase and improve investment in research and development

## **THE COMPETITION**

There has recently been an increasing number of agencies with potential interest in delivering services in the area of community development. In delivering its services, CRCC already works closely with many of these organisations offering a range of services either of a specialist or generalist nature (from national, regional, county and local agencies, through to locally based organisations).

There does, however, exist a real possibility that national agencies will tender for many areas of work traditionally delivered by the CRCC.

# Service Users

CRCC's key stakeholders are its service users (including potential service users), staff, trustees, partner agencies and forums (including funders and potential funders) and the wider voluntary and community sector in Cornwall.

CRCC collects a large amount of information about our interaction with users. Some of it is numeric, for example the number of calls taken by our Nightlink service, or the number of visits made by our Carer Support Co-ordinators. Some of it is qualitative, for example the feedback form completed by users of Sanctuary House was about their stay.

A detailed User Survey took place in 2008, which determined that most respondents were both happy with the service provided by Cornwall Rural Community Council and the project that had assisted them. There was some lack of awareness that certain projects are actually part of the CRCC and also of the wide range of services that the CRCC currently provides.

This survey continues to inform our work and will be integral to the development of our Business Plan 2010-2015.

## Stakeholder Engagement

The CRCC Strategic Review, that will be completed in the Autumn of 2009, will engage as widely with these stakeholders as possible in order for the report to truly capture the needs of rural communities and keep the CRCC true to its mission.

CRCC's activities attract a diverse range of stakeholders, users, funders and key members of rural communities.

## Partners

Most of CRCC's work is undertaken in partnership. CRCC recognises both the needs and benefits of collaborative working and uses its expertise in community development to help make this effective.

Partnership working between all kinds of agencies has become even more prevalent in recent years. Partnerships take time to be effective and CRCC will attempt to focus on those with the potential to achieve real improvement.

There is a range of such partnerships vital to the delivery of this plan. Firstly, Cornwall's many and varied rural communities, secondly the public and voluntary sector

agencies who work alongside CRCC or to whom we signpost and, thirdly, funding and commissioning bodies who invest in various services and projects. Work is also ongoing to partner with the private sector.

CRCC assesses the value it adds to partnerships and ensures that its activity complements those of other partners rather than duplicating it. In early 2007 CRCC undertook an audit of its partnership working to identify agencies whose work had the most relevance to its charitable objectives and with whom CRCC could achieve effective working relationships.

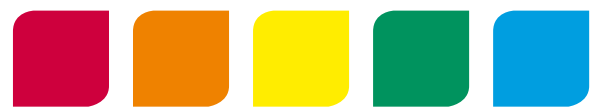
## 2009 PARTNERSHIPS

### KEY PARTNERS

- Community groups, individual users, carers and self-help groups
- East Cornwall CVS
- Cornwall Council, especially Children and Family Services & DACS
- DACS (Directorate of Adult Care & Support)
- Getting Connected Partnership
- Penwith Community Development Trust
- Rural Cornwall Partnership
- Cornwall Infrastructure Partnership
- CALC (Cornwall Association of Local Councils)
- Learning & Skills Council
- DEFRA (Dept for Environment, Food and Rural Affairs)
- Cornwall Partnership Trust / Primary Care Trust (NHS)
- Local Area Agreement Team
- Youth Service
- ACRE (Action with Communities in Rural England)
- SWAN (inc. SWAN sub-networks) (South West ACRE Network)
- Parish & Town Councils
- Business in the Community
- Cornwall Council Portfolio Holders
- Voluntary Sector Forum
- Cornwall Carers Partnership Board
- Age Concern
- Volunteer Cornwall
- Citizens Advice Bureau

### OTHER PARTNERS

- Cornwall Community Foundation
- Interlink
- SW Regional Development Agency
- Cornwall Wildlife Trust
- Market & Coastal Towns Association
- Co-Active
- Cornwall Enterprise
- Cornwall Poverty Forum
- Black Network - Fata He/Unity Cornwall
- Cornwall Strategic Partnership
- Churches Together - Truro Diocese
- ViRSA
- Cornwall Youth Work Partnership
- Cornwall Energy Plus
- Cornwall Strategic Energy Partnership
- Disability Cornwall



crcc services



# Voluntary Sector Support

Voluntary Sector Support  
LINK in Cornwall  
Design  
ITC

# Voluntary Sector Support

## AIMS - WHAT WE'RE ABOUT

To build the capacity of rural voluntary and community sector groups through community development activities, guidance, information, networking and training.

## OBJECTIVES - HOW WE WILL WORK

We will assist the Cornwall Infrastructure Partnership (CIP) to continue to deliver its business plan, by acting as the accountable body and enabling voluntary sector support programmes to be planned and implemented.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

The infrastructure support to the local voluntary and community sector is enhanced and improved.

## REVIEW - WHAT WE DID LAST YEAR

CRCC helped the Cornwall Infrastructure Partnership (CIP) to create a long term strategic plan to guide its support for the voluntary sector through to 2014. As a result, it secured a three year funding agreement with the national Capacity Builders agency to support the CIP from 2008-2011. As accountable body for the Community Empowerment Outcome of the Local Area Agreement, CRCC worked successfully with partners including Penwith Community Development Trust, CALC, Cornwall Council, Business in the Community and others to deliver the programme. All activities were completed on time and to budget.

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Assist the Cornwall Infrastructure Partnership (CIP) to continue to deliver its Change Up business plan. We will do this by acting as accountable body and providing leadership to enable voluntary sector support programmes to be planned and implemented.

**TARGET** - Enable the 09/10 targets to be delivered as stated in the CIP business plan on time.

**ACTIVITY** - Work in partnership with Penwith Community Development Trust and others to build on the Community Empowerment outcome of the Local Area Agreement (LAA). To refresh the outcome to reflect changing circumstances and the creation of community networks under the new Cornwall Council.

**TARGET** - Enable the 09/10 milestones to be delivered as stated in the Strong I Community Empowerment Project Document.

**ACTIVITY** - Provide suitable systems of financial control as the accountable body for the Cornwall Infrastructure Partnership and the Strong I LAA outcome.

**TARGET** - Deliver both work programmes on budget and to be successfully audited by Cornwall Council and Capacity Builders.

**ACTIVITY** - Lobby for sustainable funding for rural voluntary and community groups and to help to ensure that local organisations are able to compete successfully for public sector contracts.

**TARGETS** - The creation of new, user friendly community grant schemes at a local level.

To be able to demonstrate examples where locally-based charities have been successfully awarded mainstream contracts.

# LINK in Cornwall

## AIMS - WHAT WE'RE ABOUT

We aim to work in partnership with Penwith Community Development Trust and Age Concern Cornwall to facilitate, advise and support the Local Involvement Network (LINK) in Cornwall. LINK in Cornwall is run independently by the people and organisations that belong to it. The aims of LINK in Cornwall are to listen to and reflect people's views and experiences of local health and social care services and to work with the people who plan and run them to help make them more effective and improve delivery.

## OBJECTIVES - HOW WE WILL WORK

- Supporting the involvement of people in the commissioning, provision, management and scrutiny of health and social care services.
- Actively finding ways to engage with and encourage individuals, groups and communities across Cornwall to share their views and experiences of health and social care services.
- Communicating these views directly and concisely to those responsible for planning, running, regulating and scrutinising health and social care services.
- Working collaboratively to present research and recommendations on how services should be improved and to identify any gaps in their provision.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

LINK in Cornwall will reach out widely and deeply into the community to become a representative and independent voice of people in Cornwall.

## REVIEW - WHAT WE DID LAST YEAR

CRCC have been successful in being awarded the contract for LINK in Cornwall. Over the last year the LINK in Cornwall project team has worked with local people and organisations to determine the structure for, and the way in which, the Local Involvement Network will work in Cornwall. An accountable group was put in place in October 2008. Since then 16 LINK meetings have been held and people's contributions at these meetings have been used to determine 4 priority areas for LINK work. LINK is using the relationships it has established with the statutory agencies to work with and influence change within these 4 priority areas.

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Establish a training programme for LINK in Cornwall based on the needs outlined by LINK participants.

**TARGETS** - Secure a local training provider to deliver 3 training sessions between June and August 2009, with provision for 3 follow up sessions and a conference which will host 3 additional training workshops. To ensure as part of this target that a LINK in Cornwall induction pack and handbook are developed by the training provider.

**ACTIVITY** - Run 4 quarterly LINK events that are open to the public. The aim of these events will be to enable people, organisations and agencies in Cornwall to learn about what LINK is working on, contribute their views on health and social care service delivery and help to determine the next priority for the LINK work plan.

**TARGETS** - March 2010: To have held 4 events and delivered a rolling programme of LINK activity.

**ACTIVITY** - Support LINK in the delivery of its work plan activity, communicating outcomes at a strategic level.

**TARGETS** - Ongoing: To run Task Groups which relate to the work plan priorities as determined by the wider LINK participants. To provide research capacity, facilitate meetings with statutory agencies and support the production of reports and recommendations. Ensure LINK findings are communicated and responded to inline with its statutory rights.

**ACTIVITY** - Broaden LINK's membership and its representation of communities across Cornwall.

**TARGET** - Ongoing: To work with partner organisations to identify and target areas of under representation in LINK. By March 2010 to see a 25% increase in registered LINK participants.

# Design

## AIMS - WHAT WE'RE ABOUT

To provide an income generation for the CRCC by supplying a design service to other voluntary sector organisations, community groups and community enterprises.

To provide a design service for internal departments.

## OBJECTIVES - HOW WE WILL WORK

- To promote the design service in order to obtain income generation for the CRCC
- Provide an internal design service for the CRCC departments/services
- To maintain CRCC brand, making sure the guidelines are adhered to

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

- Monitor CRCC literature to ensure that guidelines are being followed to ensure that CRCC's visual presence is consistent
- Provide a design service to help community groups, voluntary sector organisations and community enterprises promote themselves professionally at an affordable price

## REVIEW - WHAT WE DID LAST YEAR

The Design post was created. The role has been developed through advertising and promotion. Rebranded CRCC, producing a clear set of guidelines setting out how all CRCC literature should be presented.

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Produce a new fold-out advertising card to be distributed throughout our networks and create an on-line costings facility, to simplify the procedure and reduce the amount of time costings jobs.

**TARGET** - Secure full cost recovery of the Design Service's overheads.

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**ACTIVITY** - Take on duties of producing all core CRCC literature.

**TARGET** - All CRCC core literature to be produced in a consistent and professional style.

# Information Technology Support

## AIMS - WHAT WE'RE ABOUT

To maintain and support the CRCC IT systems.

To generate income by building the capacity of rural voluntary and community sector groups through guidance, information and training.

## OBJECTIVES - HOW WE WILL WORK

Strengthening voluntary sector organisations with their IT skills and systems.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Voluntary and community sector organisations will have enhanced and improved their IT skills and systems.

## REVIEW - WHAT WE DID LAST YEAR

Have provided full IT support to an additional 3 VCS organisations and provided ad-hoc advice and guidance to many other organisations. £3,500 of income has been generated by charging larger groups for some of this work (there is a free service available for smaller community groups).

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Provide IT support through one to one training and maintaining and developing IT systems. To help to manage the IT investment of the Cornwall Infrastructure Partnership and other organisations.

**TARGET** - Support at least ten voluntary or community sector organisations through assistance with IT.

**ACTIVITY** - Sustain and improve the IT support service via increased income through charging compared with 09/10. Continue to market the service to the voluntary sector.

**TARGET** - Generate £3,500 of income through charging in 09/10.

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**ACTIVITY** - Continue to maintain and support the CRCC IT systems.



# Inclusion

Capacity Building  
Social Inclusion

# Capacity Building

## AIMS - WHAT WE'RE ABOUT

To help the voluntary and community sector to more efficiently and effectively support vulnerable adults.

## OBJECTIVES - HOW WE WILL WORK

To build the capacity of Cornwall's voluntary and community sector, with particular emphasis on organisations providing support and services to vulnerable adults.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Increased partnership working and sharing of best practice. Avoidance of duplication and unnecessary competition. Raising of standards through training and improvements in governance. Strategic influence of key strategy, policy and budgets. Attraction of funding to support capacity building initiatives.

## REVIEW - WHAT WE DID LAST YEAR

Assisted voluntary and community organisations to access over £75,000 of funding to support capacity building initiatives. Over 40 organisations supported with regards governance, training and funding issues. Provided strategic influence of policy, strategy and budgets by attending key meetings as a 'champion' on behalf of the voluntary and community sector. Supported 6 key networks that deliver or influence the delivery of services to vulnerable adults. Directly involved with organising 3 events promoting best practise, on subject areas including Safeguarding Adults, Trustee Responsibilities and Befriending.

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Increase the number of staff and volunteers in the voluntary and community sector that have undertaken Safeguarding Adult training.

**TARGET** - At least one hundred people within voluntary and community organisations trained in Foundation Level Safeguarding Adult Training.

**ACTIVITY** - Influence county level strategies, policies and budgets with regards the delivery of services to vulnerable adults by the voluntary and community sector.

**TARGET** - Attend at least six strategic level meetings per annum to influence strategy and policy.

**ACTIVITY** - Provide assistance to key networks, whose membership includes voluntary and community organisations that support vulnerable adults.

**TARGET** - At least five networks to be supported.

**ACTIVITY** - To provide funding advice and support to voluntary and community sector organisations that support vulnerable adults.

**TARGET** - At least ten voluntary and community organisations to receive funding advice and support.

# Social Inclusion

## AIMS - WHAT WE'RE ABOUT

To enable the voluntary and community sector, particularly those organisations working with young people, effectively support individuals and communities that are disadvantaged.

## OBJECTIVES - HOW WE WILL WORK

- Build the capacity of organisations to tackle social exclusion.
- Raise awareness and understanding of rural social exclusion amongst service providers and influence them to adopt more inclusive approaches to delivery.
- Assist and support the development of the Cornwall Independent Poverty Forum.
- Assist and support the development of the Cornwall Youth Work Partnership.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

The capacity of the voluntary and community sector to effectively support individuals and local communities to tackle social exclusion will be strengthened. Increase awareness and understanding of rural social exclusion amongst service providers and influencing them to adopt more inclusive approaches to delivery will be raised.

## REVIEW - WHAT WE DID LAST YEAR

Support was given to a number of groups and projects including: 50 delivering a range of initiatives benefitting disadvantaged young people; the Cornwall Youth Work Partnership; 5 projects delivering play facilities for young people; 6 projects supporting those from black & minority ethnic (BME) communities; 2 Equality & Diversity projects; the Cornwall Independent Poverty Forum; 10 community projects assisted with their organisational health checks and identifying their staff's training needs; and 10 community groups assisted in engagement with the Convergence programme. 2 poverty awareness-raising events were held. Support was provided for individuals including 75 people assisted to address issues with benefits, housing, homelessness and mental health needs; and 100 disadvantaged people, including those from BME communities, the homeless and young people were supported to engage with the Healthcare Commission, regarding issues relating to health services.

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY:** Support the Cornwall Youth Works Partnership (CYWP) and their members in their project development & increase their staff's skills.

**TARGET:** Assist and support 20 members of CYWP with their organisational development. Assist & support 80 staff members to increase their skills.

**ACTIVITY:** Support Social Enterprises, including Cornwall Independent Poverty Forum in their organisational development & increase the skills of their staff, as part of the Capacity Building Works project.

**TARGET:** Support 20 Social Enterprises with their organisational development & support 80 members of staff to increase their skills.

**ACTIVITY:** Support community projects working with individuals that are most disadvantaged to apply for funding through the Community Grants Programme.

**TARGET:** Support 20 community projects with funding advice relating to the Community Grants Programme.

**ACTIVITY:** Support community projects, particularly those working with BME and gypsy & traveller projects and those most disadvantaged, to engage with the range of opportunities within the Convergence programme, as part of the Convergence Matters Project.

**TARGET:** Support 20 community projects, working with those most disadvantaged, to engage with the Convergence Programme.



# Carer Support

Carer Support  
Young Carers

# Carer Support

## AIMS - WHAT WE'RE ABOUT

Empower and advocate for individual carers to enable them to sustain their caring role.

## OBJECTIVES - HOW WE WILL WORK

Identify carers and provide advice, information and emotional support. Increase public awareness of carers and their issues and influence policy based on information from carers.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

To improve the health & life outcomes of Carers in Cornwall, the service will look for ways to increase the take up of the service, increase referrals for carers assessments and raise the awareness of carers issues. For carers, we aim to improve their financial circumstances, knowledge of services, give increased confidence and self esteem and reduce isolation. Influence local health and social care policies relating to carers.

## REVIEW - WHAT WE DID LAST YEAR

945 new carers were identified, 167 re-opened referrals and with an average of 2.5 visits per referral. £473,081 obtained for carers in benefits and grants, an 18% increase. Supported 35 young adult carers referred to the service.

### ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - A continued increase in the number of carers identified through the promotion of the service. Continue to promote service at flu clinics, events etc.

**TARGET** - Over 1300 carers for financial year to be identified.

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**ACTIVITY** - Continued increase of carers visited, both face to face and by phone. Ensure Carers Co-ordinator Workers signpost carers to appropriate services.

**TARGET** - As above.

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**ACTIVITY** - Promote benefits take up, direct payments and other grants for carers and the cared for which is essential as support services cut budgets. Promote choice and independence.

**TARGET** - Increase financial benefit for carers to £525,000.

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**ACTIVITY** - Ongoing contact with GP surgeries, PCT and Adult Care & Support, leading to raised awareness and support them to identify and refer carers.

**TARGET** - Increase referral rates from GP's and DASC by 20%.

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**ACTIVITY** - Inform carers about carers assessments and Fair Assess to Care Services.

**TARGET** - Continue to refer carers for an assessment and support, where appropriate, in their own right. Refer for "cared for" to care services and identify effect on carers of cuts in low and moderate care packages.

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**ACTIVITY** - Establish a mechanism for carers to have a voice.

**TARGET** - Provide input to the Carers Partnership Board. Work closely with LINK to provide a voice for carers and inform carers about LINK through groups, Carers News etc.

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**ACTIVITY** - Inform and support carers at support groups in particular young adult carers, source training, relaxation therapies etc.

**TARGET** - Carers Support Co-ordinators to attend support groups to provide advice and information. Continue to support the young adult carers group and source funding for dedicated Carers Support Co-ordinator's time.

# Young Carers

## AIMS - WHAT WE'RE ABOUT

To empower and advocate for individual young carers to enable them to sustain their caring role.

## OBJECTIVES - HOW WE WILL WORK

Identifying young carers and providing emotional support, arranging respite breaks and activities and build local partnerships.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Support for those caring for an adult with a physical disability, drug, alcohol or mental health condition. Young carers in Cornwall feel they are well supported, have regular opportunities to have respite from caring and experience new activities with a positive affect on their self-confidence. Gaps in support for young carers are filled and the younger age group, especially, receives additional dedicated support. Ensure inappropriate care is recognised and addressed by statutory services.

## REVIEW - WHAT WE DID LAST YEAR

200 young carers identified. Befriending Service recruited 16 volunteers who have been trained and worked with 16 young carers between 5-12 years identified as needing additional support. Young Carers Forum organised a meeting with Commissioners from statutory services and held a conference in January 09.

### ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Source additional funding for the Befriending Service.

**TARGET** - Maintain the service up to March 2010.

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**ACTIVITY** - Monthly activities and respite will be organised as well as Youth Achievement Awards and Cornwall Awards.

**TARGET** - At least 150 young carers to benefit from activities and respite during the year and 5 to complete an award.

**ACTIVITY** - Commissioning of Young Carers Service from April 2010.

**TARGET** - Draw up and submit a bid to manage this service for a three-year period.

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**ACTIVITY** - The Young Carers Forum will actively, with project leads, work on young carers issues.

**TARGET** - Consult with the Forum when drawing up a bid for the Young Carers Service.



# Community Development

Community Development  
Community Planning  
Rural Services  
Community Enterprise  
Community Buildings

# Community Development

## AIMS - WHAT WE'RE ABOUT

To enable rural communities to lead their own regeneration in a sustainable manner and to maintain and enhance their services and organisations, to benefit all residents.

## OBJECTIVES - HOW WE WILL WORK

To advocate, influence and support policy development at a local, regional and national level to address the needs of rural communities.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Sharing of best practice between relevant organisations to improve/strengthen processes currently in place. Improving delivery through better partnership working.

## REVIEW - WHAT WE DID LAST YEAR

The main focus of the year has been to engage in discussion with the emerging Unitary Authority to agree how CRCC can support the Authority in community development activity across the new Community Network Areas. This has highlighted the importance of our specialist services to Cornwall Council and led to an emerging SLA.

### ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Engage with the Community Network Managers to facilitate joint working under the new authority and access appropriate funding.

**TARGET** - Ongoing meetings with relevant officers and engagement with the community network areas. Secure funding for Community Planning and Development activities.

**ACTIVITY** - Input into the Future of England's Uplands Inquiry

**TARGET** - Attendance at one panel meeting to feed in researched information.

**ACTIVITY** - Judging of Calor Village of the Year competition.

**TARGET** - Head the judging of the competition and promote through the media. Liaise with funding supporters Tanner Trust and Cornwall Community Foundation over desk top judging exercise and identify judges to assist in the on-site judging. Identify winner.

**ACTIVITY** - Improve networking and influence of community development activity.

**TARGET** - Attendance at four SWAN (South West ACRE Network) Community Development Managers meetings, leading to better cohesion between SWAN RCC's.

**ACTIVITY** - Influence and support other relevant partnerships.

**TARGET** - Attendance at meetings of Town Partnerships, Market and Coastal Towns Initiative, RCP and Interlinks etc.

**ACTIVITY** - Lobbying relevant organisations to slow the decline of rural services (eg shops, POs) and promote community based alternatives.

**TARGET** - Engage with Cornwall Council, the POs, MPs etc, to minimise negative impacts of loss of services to communities.

**ACTIVITY** - Provide funding advice support to groups and the team.

**TARGET** - Appoint p/t funding adviser for Mid Cornwall, under Firm Foundations Lottery BASIS bid, to complement similar posts with partner organisations in West and East Cornwall.

# Community Planning

## AIMS - WHAT WE'RE ABOUT

To enable rural communities to undertake community-led planning in their own local areas to influence local and regional plans.

## OBJECTIVES - HOW WE WILL WORK

To support and promote the community-led planning process.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Enabling groups to make informed decisions as to whether community-led planning may be an option for their area and how this might be best undertaken.

## REVIEW - WHAT WE DID LAST YEAR

Provided a support service for groups considering or undertaking community-led plans advising and assisting groups in creating an action plan for their community, based on community consultation and engagement and producing resources to help communities eg e-newsletter, guidance sheets, resource packs. Promotion of community-led plans, particularly to key organisations, looking at ways in which community-led planning can influence and inform their work. Further development of the community planning database and continued inputting of all known completed plans produced from April 08. Other work includes involvement in Cornwall County Playing Fields Association, Calor Village of the Year.

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Continued extensive involvement in this function (community-led planning,) Providing support, information and guidance to Parish Councils and communities on community planning processes and work required to make this a success. Encourage Parishes to consider undertaking community planning and enable those that proceed to have access to information and support. Prioritise parishes who are eligible for the Aggregate Levy Sustainability Fund (ALSF), as agreed with the Local Area Agreement. Offer support to qualifying parishes that haven't produced plans or those who wish to refresh an existing plan.

**TARGET** - Provision of preliminary information and/or support to ALSF parish groups enabling them to make informed decisions about community-led planning. Measured in part by feedback and by progress being made by groups. Continued support and provision of materials to non-ALSF parishes, as required. subject to CRCC having sufficient resources & funding for this.

**ACTIVITY** - Continued work with local authorities and other partners to promote community-led planning to them – highlighting how they can benefit and use the information for work plans etc.

**TARGET** - Measured by Cornwall Cornwall's actions in relation to incorporating this within their Local Area Networks and Community Network Programmes.

**ACTIVITY** - Continued development of the Community Planning Database – ensuring its in date and developing reports from the data stored.

**TARGET** - Continue to input new plans as and when completed and available to CRCC. To ascertain partner needs/information they require and produce new reports based on this. Measured by number of new reports produced.

**ACTIVITY** - Disseminating information via Community Planning E-Newsletter.

**TARGET** - Production of two issues of the Community Planning Team's e-newsletter.

**ACTIVITY** - In addition, the Community Planning team are involved with miscellaneous pieces of work e.g Money Matters, CCPFA (Cornwall County Playing Fields Association), Calor Village of the Year.

**TARGET** - Dependant on each area of work, the targets will vary eg requests for Money Matters and appropriate updates. CCPFA will be measured by grants and enquiries dealt with.

# Rural Services

## AIMS - WHAT WE'RE ABOUT

To champion rural communities and rural service provision and support the development of sustainable rural services and initiatives.

## OBJECTIVES - HOW WE WILL WORK

- Providing follow on support to communities who have been involved in community planning.
- Providing advice and support to rural communities in the development of new services.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Local community groups will have an improved understanding of project development and management processes and funding options, enabling them to better develop solutions to local issues and implement their locally agreed visions.

## REVIEW - WHAT WE DID LAST YEAR

Through our Rural Services Manager, we have provided assistance to 18 projects arising from community planning processes. We have allocated over £9,000 worth of small grants through the Community Engagement Grant to fund some of these projects whose total costs were almost £17,000. Over 40 organisations have received funding and constitutional advice or have been referred to other appropriate sources of information. We have liaised closely with Cornwall Council and the Rural Cornwall Partnership in responding to the National Post Office Network Change Programme. We continue to work with Cornwall Council on the issue of sustainable rural services, particularly Post Offices and Village Shops. Supported 16 village shops in Cornwall and Isles of Scilly to access the regional Store is the Core Programme of whom 5 were ultimately successful in securing grants, totalling in excess of £20,000. Worked closely with the local ViRSA advisor in advising and supporting 3 aspiring and existing community-owned shops.

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Support the development and implementation of new services and community projects arising from the community planning process.

**TARGET** - Provide advice and information to community based projects on a range of project development issues.

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**ACTIVITY** - Continue to raise awareness of the importance of local community planning amongst key strategic organisations within the county.

**TARGET** - Work with the Community Planning team to develop the Community Planning Database and embed it at a strategic level within the county.

**ACTIVITY** - Support rural service delivery, particularly village shops and post offices to help ensure the sustainability of these important community assets and raise awareness of issues affecting rural communities at local and regional levels as appropriate.

**TARGETS** - Support the engagement of Cornwall's village shops in the regional Store is the Core programme (funding dependant), which offers a package of financial support and consultancy advice and work with ViRSA to support communities aiming to establish community owned shops.

Work with local partners, including Cornwall Council, to raise awareness of issues affecting rural communities and the delivery of village/ rural services at a local and strategic level.

# Community Enterprise

## AIMS - WHAT WE'RE ABOUT

The Community Enterprise service offers advice, business support and training to new, established and prospective social enterprises based within local communities.

## OBJECTIVES - HOW WE WILL WORK

We will respond promptly and professionally to requests for support and engage with company directors, charity trustees and managers to deliver relevant advice and signposting.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Our goal is to encourage a vibrant social enterprise sector contributing to the wider economy within Cornwall and providing vital goods and services that address our social and environmental needs.

## REVIEW - WHAT WE DID LAST YEAR

Assisted 43 existing or aspiring social enterprises, providing business advice, capacity building support, training advice or referrals to other sources of expert advice. A network of over 100 social enterprises have been established. The service led the establishment of the CRCC's Capacity Building Works programme. 15 social enterprises were engaged in the programme during its first 6 months and over 100 employees or volunteers have been supported to identify their training and development needs. A training programme was developed and delivered in partnership with other RCC's and SWAN. 44 individuals attended training courses ranging from governance and leadership to finance and risk management. A further business planning course was delivered to 12 individuals in the Caradon district

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Raise awareness, provide capacity building support and training for community enterprises and drive forward the strategic development of social enterprise within the County.

**TARGET** - Provide advice and guidance to 25 new, existing and established community/social enterprises and raise awareness of social enterprise particularly through the continued distribution of the CRCC guide 'Social Enterprise in Cornwall'.

**ACTIVITY** - Raise awareness of local funding or development opportunities for social enterprises particularly those offered through the Convergence programme and provide referrals as appropriate to other initiatives.

**TARGET** - Provide guidance and signposting to initiatives such as Train to Gain and Cornwall Works for Social Enterprise, Capacity Building Works and to make referrals to the regional Business Support service for social enterprises.

**ACTIVITY** - Raise standards and build the capacity of social enterprises.

**TARGET** - Raise awareness of quality standards and the new Social Enterprise Mark and encourage networking, peer learning and sharing of best practice amongst the CRCC network of social enterprises.

**ACTIVITY** - Research the scale of social enterprise activity within the county and identify the needs and aspirations of social enterprises.

**TARGET** - Carry out mapping and research to enable the needs of social enterprise to be identified and highlighted.

**ACTIVITY** - Influence the development of policy and practice in relation to social enterprise.

**TARGET** - Attend Regional Infrastructure for Social Enterprise (RISE) Business Advisor Network (BAN) meetings and providing strategic representation including the South West ACRE Network.

# Community Buildings

## AIMS - WHAT WE'RE ABOUT

Support community building trustees in more effectively managing village halls by improving their skills and knowledge in areas of governance, operational practice, project development and inclusivity.

## OBJECTIVES - HOW WE WILL WORK

- By building the capacity of rural VCS groups and individuals through community development activities, guidance, information, networking and training.
- By assisting groups to access funding, support and advice in project planning and management.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Trustees are better informed of their roles and responsibilities and opportunities for project development. Greater awareness of the important role played by community buildings in service delivery and social cohesion. Community buildings to be more accessible to all sections of the community they serve and to identify and remove barriers which restrict access.

## REVIEW - WHAT WE DID LAST YEAR

Supported 42 Hall Committees with issues ranging from governance to operational practices. Developed summary sheets for community building management committees, available online and hard copy brochure/booklet "The Community Buildings Resource Toolkit", distributed through meetings, events and by request. 6 training events took place in the summer, which were well attended. Supported campaign for better community building funding opportunities, and took part in a national demonstration in London, which was attended by politicians & village hall representatives. Further developed the Community Buildings page of the CRCC website..

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Support village hall and community building committees by providing governance, management and project development support and advice delivered through attendance at committee meetings and internal and external events, by email, telephone and post.

**TARGET** - Provide support, advice and guidance to 45 hall committees through meetings, email and written communication.

**ACTIVITY** - Develop resources and toolkits to assist with general enquiries and disseminate information through events, newsletters and CRCC's website.

**TARGET** - Hall committees will be able to readily access relevant information at any time through toolkits, the CRCC website and attendance at events.

**ACTIVITY** - Champion, research and represent the needs of village halls and community buildings at a strategic level, both locally, regionally and nationally.

**TARGET** - Needs of community buildings will be better understood and more widely shared amongst a range of strategic organisations and public sector bodies. This will be achieved by continued attendance and contribution to SWAN Village Hall Advisors Network and National Village Hall Advisors Network. Carry out an in depth survey of village halls across Cornwall for ACRE's 10 year National Village Hall Survey which will provide an up to date analysis of the facilities and needs of Cornwall's village hall charities (approx 260) enabling CRCC to lobby and champion on their behalf.

**ACTIVITY** - Champion the role of village halls and community buildings in contributing to more sustainable rural communities and highlight the need for appropriate resources.

**TARGET** - Test the feasibility of a wider role for the village halls within rural communities eg as remote workspaces. Work with local, regional and national organisations to highlight the need for improved funding conditions for village halls. Communicate to the new Cornwall Council the importance of local funding for village halls (as previously provided by the majority of district councils) with the aim of establishing a Cornwall wide funding programme. Through campaigning and lobbying, raise awareness with funding organisations of the important role played by village halls with a long term aim of securing financial support.

## Mental Health

Cornwall Mental Health Project  
& Service User Involvement

Independent Visiting Scheme  
& Community Independent  
Visitors Scheme

Self Help Groups and Individual  
Empowerment Grants

Sanctuary  
Nightlink

# Cornwall Mental Health Project Service User Involvement

## **AIMS - WHAT WE'RE ABOUT**

To empower mental health service users by giving them a voice while supporting them in a group setting or one-to-one.

## **OBJECTIVES - How we will work**

- Promote self-advocacy and encourage self-help.
- Enable service users to influence the improvement and development of Health and Social Care services.
- As appropriate, provide emotional support, both one-to-one and in a group setting.
- Act as a source of information and provide a safe non-judgemental meeting point for the sharing of ideas, experience and concerns.
- Provide statutory agencies with interested service users who can become actively involved in planning, monitoring and reviewing services.
- Continue to provide increased public awareness of mental health issues.
- Develop new areas of work according to the needs expressed by Service Users and Carers.

## **OUTCOMES - THE RESULTS WE ARE LOOKING FOR**

Better communication between users and service providers leading to improved support. The organisation of regular mental health forums throughout East and West Cornwall, increased publicity for the Forums, increasing awareness and membership. The organisation of 'one-off' events with particular focus as necessary (eg Asperger's Awards). Production of four Forum newsletters, increasing circulation and reaching hard-to-reach service users. Increased membership within the Forums of service users from harder to reach groups, making the project more inclusive.

## **REVIEW - WHAT WE DID LAST YEAR**

Forums organised in areas throughout Cornwall- e.g., over a 3 month period, 55 individual attendances at forums. Service User Representative Group (SURG) members invited to be involved with the PCT and CPT in many different ways. Contact made with new service users in the rural community needing support. More partnership working with other organisations working within Mental Health. MH service users have become very involved with LINK in Cornwall during this last year. One-to-one support to services as required - e.g., an average of 290 telephone calls, 140 emails were handled over a 3-month period.

## **ACTIVITIES AND TARGETS**

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Extend the outreach provided by Forums by increasing publicity and raising the profile of the meetings.

**TARGET** - To extend the membership of SURG and to make it more inclusive of harder to reach groups. To provide information and support to individual service users.

# Independent Visitors Scheme and Community Independent Visitors Scheme

## **AIMS - WHAT WE'RE ABOUT**

To support service users who are in-patients through a scheme involving volunteers who themselves have had their own experience of mental health problems or their carers, through Independent Visitors Scheme. To support service users in the community through the Community Independent Visitors Scheme.

## **OBJECTIVES - HOW WE WILL WORK**

- Provide independent opportunities for in-patients, and those isolated in the community, to raise issues about their experiences with the relevant bodies, to improve and develop service delivery.

## **OUTCOMES - THE RESULTS WE ARE LOOKING FOR**

Hospital personnel to have a better understanding of the views of in-patients regarding their care and support. In-patients to be provided with valuable peer support while they are vulnerable and perhaps lacking confidence. Useful feedback to be provided to both Cornwall Partnership Trust and Primary Care Trust from service users on a regular basis.

## **REVIEW - WHAT WE DID LAST YEAR**

Independent visitors have visited in-patients at Bodmin and Longreach hospitals on a regular basis - e.g., over a 3-month period, 75 visits were made, dealing with problems on service users' behalf, both on the ward and by taking the issues to the Sub-Acute or Acute Forums. Community Independent Visitors have begun making regular visits to Community Mental Health Team bases to provide support, information and to pick up service user's views about mental health services. The number of our volunteers have grown during the year.

## **ACTIVITIES AND TARGETS**

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - A comprehensive programme of training to be put in place for anyone volunteering in the future.

**TARGET** - Provide ongoing training and development for Independent Visitors.

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**ACTIVITY** - Extend the number of venues visited by the Community Independent Visitors Scheme.

**TARGET** - To meet service users in a variety of circumstances (doctor's surgeries, self-help groups, etc), to ensure a majority view of services.

# Self Help Groups and Individual Empowerment Grants

## AIMS - WHAT WE'RE ABOUT

Provide support for current user-run / user-led group initiatives and continue to identify further self-help needs. Enable individuals to pursue interests and opportunities which will be of benefit to the individual's mental health and well-being.

## OBJECTIVES - HOW WE WILL WORK

- Encourage groups to provide social contact and specialist support for people with mental health issues.
- Manage and allocate the Individual Empowerment Grant fund to people experiencing mental health problems and who would benefit from 'one-off' payments for particular reasons.
- Manage and allocate the Mental Health Self Help Resource Fund to groups in Cornwall supporting service users in the community.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Support the promotion of self advocacy, group support and self-help. Support the provision of social situations for service users where they can feel safe and be able to express themselves. Fund individuals for certain items which enable them to become more independent. More self-help groups available for service users with little or no support at present.

## REVIEW - WHAT WE DID LAST YEAR

Twelve self-help groups have been meeting regularly throughout Cornwall, mostly run by service users but occasionally facilitated by employed staff at the request of service users. They have continued to develop and grow. More self help opportunities have been offered to people with Aspergers Syndrome, additional groups have been supported in North Cornwall.

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Through talking to service users discover the particular needs in Cornwall which are not being met and establish further self-help groups, particularly with focus on older people, dementia and learning disabilities.

**TARGET** - Encourage service users who wish to establish self-help groups and offer support, particularly in more isolated areas and for mental health conditions where there is little help available locally.

**ACTIVITY** - Acquire sufficient funding as well as advertise the groups so that they are well-supported by local service users.

**TARGET** - Strengthen the self-help groups already in place.

# Sanctuary

## **AIMS - WHAT WE'RE ABOUT**

Provide pre-crisis support to individuals in contact with secondary mental health services to maintain their positive mental health.

## **OBJECTIVES - HOW WE WILL WORK**

- To provide time-limited time-out in a safe, supported homely environment for people who have mental health problems to help avert crisis.
- To promote self advocacy, provide emotional support and encourage self-help and self-direction.

## **OUTCOMES - THE RESULTS WE ARE LOOKING FOR**

Guests will be able, with the support of house workers, to regain control of their lives and mental health problems and effectively prevent crisis. The Sanctuary House support workers will have had experience of mental/emotional distress themselves and will be available at any time, day or night, to listen, encourage, empathise and support as guests require. Contact will also be maintained with the guest's own care co-ordinator. Practical help such as relaxation techniques and anger management will be available. Guests will also be encouraged to support fellow guests where appropriate.

## **REVIEW - WHAT WE DID LAST YEAR**

In year 08/09 Sanctuary supported 216 Guests. The male to female split was 59-157. The House ran at 98% occupancy for the year. The study into the benefits of holistic therapies were completed.

## **ACTIVITIES AND TARGETS**

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - In year 09/10, Sanctuary hopes to support a minimum of 200 Guests. 98% occupancy is again the target for 09/10.

**ACTIVITY** - Smooth transition of the project from CRCC to Re-Gain (Cornwall) CIC.

# Nightlink

## **AIMS - WHAT WE'RE ABOUT**

To provide a countywide, confidential out of hours free phone listening service for anyone who is experiencing or has experienced emotional distress.

## **OBJECTIVES - HOW WE WILL WORK**

- Provide a non-crisis service involving a diverse range of local people utilising the skills of both paid, contractual workers and unpaid volunteers.
- Provide a quality emotional support helpline through listening, understanding, support and respect to callers experiencing emotional distress.
- Promote and encourage callers' personal empowerment and to regain control of their situation.
- Provide support seven days a week from 5pm until midnight.
- Train volunteers and staff on an ongoing basis, to a high level of expertise.
- Provide regular supervision for all staff and volunteers.
- Utilise service user input in development of the service.
- Promote Nightlink with stakeholders and service users.

## **OUTCOMES - THE RESULTS WE ARE LOOKING FOR**

Callers will be provided with a listening service which is supportive, understanding, respectful and confidential.

## **REVIEW - WHAT WE DID LAST YEAR**

Achieved re-accreditation to the nationally recognised Mental Health Helplines Partnership (MHHP) quality standards and another new training programme beginning January 09.

## **ACTIVITIES AND TARGETS**

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Planned move to independence under the new umbrella of Re-Gain (Cornwall) CIC (a mental health specific social enterprise),

**TARGET** - Smooth transfer from CRCC to Re-Gain (Cornwall) CIC by October 2009.

## Internal Services

Finance  
Human Resources  
Organisational Training Plan  
Marketing  
Supporting Service Delivery

# Finance

## AIMS - WHAT WE'RE ABOUT

To support our work with rural communities by developing and improving our organisational resources, finances and communications.

## OBJECTIVES - HOW WE WILL WORK

- Managing our financial resources effectively, accurately, consistently and transparently
- Increasing project sustainability through improved bid preparation and diversified income streams

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Remain financially viable, strengthening full cost recovery systems and improving budgeting and auditing processes. Grow earned income and increase income from other sources, such as contract work and sponsorship. Minimise risk by improving and developing internal systems in banking, supply payments, payroll and time recording.

## REVIEW - WHAT WE DID LAST YEAR

We have a Fundraising and Project Sustainability Policy and we are currently implement a management fee on all projects. Bids have been submitted to Capacity Builders, Learning and Skills Council, Health Care Commission and through Convergence. Funding for CRCC's traditional charitable activities has come in large part from national and local government. This has been added to by project, research and other earned income. Income from charitable trusts, lottery funds and European funds all face increased pressure.

We are working to sustain/create new effective partnerships utilising CRCC's expertise, networks and knowledge. We will actively look at increasing our consultancy and research capabilities, selling training, as well as seeking focused support from funds locally, regionally, nationally and possibly the European Union.

Full cost recovery has allowed management and administration costs to be supported by all of CRCC's activities and facilitates strong financial management. CRCC remains committed to openness and accountability in its financial management and reporting.

### ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Ensuring that an adequate management fee should be raised on all projects.

**TARGET** - All CRCC projects have been reviewed and management fees adjusted accordingly.

**ACTIVITY** - Issuing projects with regular financial updates and support with budgeting.

**TARGET** - Updates are issued bi-monthly.

**ACTIVITY** - Write bids for funding.

**TARGET** - Support provided in a variety of funding bids.

**ACTIVITY** - Timesheet recording.

**TARGET** - Trialling of new timesheet recording system, before roll-out to staff.

**ACTIVITY** - Improvements in banking and supplier payment systems.

**TARGETS** - Lloyds Link payment system to be in place by September 09.

**ACTIVITIES** - Improve software links between payroll and accounting systems.

**TARGETS** - To be in place by September 09.

# Human Resources

## AIMS - WHAT WE'RE ABOUT

To support our work with rural communities by developing and improving our organisational resources, finances and communications.

## OBJECTIVES - HOW WE WILL WORK

Managing our human resources effectively for the benefit of the organisation, staff and stakeholders. Ensuring CRCC's relations and communications with stakeholders and the wider public are clear, positive and relevant.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Maintain Investors in People and ACRE Quality Standards Awards. To maintain and improve policies and procedures to comply with legal requirements and best practise.

## REVIEW - WHAT WE DID LAST YEAR

Implementation of Staff representative group. Introduction of Manager's Guide to support managers in their role. Review of Equal Opps & Diversity Policy to include clients groups. Introduction of formal Trips Policy in support of Young Carers Project. Staff appraisals were held early 09. Successful recruitment and induction of nine staff, including recruitment of new the Chief Executive.

### ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - ACRE Level 3 action plan currently in progress. Continued monitoring and evaluation of policies/procedures and systems in preparation of further review.

**TARGET** - Working towards agreed ACRE action plan.

**ACTIVITY** - IIP recommendations identified, to include improved staff wellbeing.

**TARGET** - Working towards IIP recommendations to include consultation with staff on improving staff well-being.

**ACTIVITY** - Appraisals due first quarter of 09. Continued identification of training needs for staff and organisation. Ongoing line management, team meetings and supervision sessions in operation.

**TARGET** - All staff appraisals to be completed by April 09 in line with policy. Training needs to be identified and fed into the reviewed Organisational Training Plan.

**ACTIVITY** - Identify needs for achieving Matrix standard by June 09.

**TARGET** - Identify commonalities between Matrix & other CRCC Quality Standards. Set up working group and commence work on key requirements of the Matrix standard.

**ACTIVITY** - CRCC to continually review its policies to ensure they comply with new legal requirements. Review of CRCC data protection processes. Adapt to new and forthcoming legislation for 09.

**TARGET** - Update and review of Disciplinary & Grievance Procedures by July 09. Continuous review of other policies in line with CRCC's schedule.

**ACTIVITY** - TUPE transfer existing Sanctuary & Nightlink staff to the new Re-Gain (Cornwall) CIC Social Enterprise.

**TARGET** - Manage the smooth transition of all Sanctuary & Nightlink staff to Re-Gain (Cornwall) CIC, in line with TUPE regulations by October 09.

# Organisational Training Plan

## AIMS - WHAT WE'RE ABOUT

To support our work with rural communities by developing and improving our organisational resources, finances and communications.

## OBJECTIVES - HOW WE WILL WORK

Maintaining and developing office resources and systems effectively and efficiently.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

Produce a detailed, costed, training plan for the period 08 - 10. Develop management and staff skills in line with organisational and individual objectives.

## REVIEW - WHAT WE DID LAST YEAR

Statutory health and safety and other legislative training needs met. Improved skills for managers through a Management Development Programme, within the areas of Employment Law, Performance Management, People Management, Managing Change, Coaching Skills, Recruitment & Selection and Stress Awareness. Many individual staff training needs satisfied throughout the organisation to include communication skills, time management skills, project management, and information technology.

## ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Training database now implemented for monitoring and evaluation of training.

**TARGET** - Ongoing monitoring and evaluation of training via improved information from staff and finance department to enable more thorough evaluation of staff development.

**ACTIVITY** - Review of organisational training plan to take place in line with needs and further priorities identified.

**TARGET** - Review to be completed by June 09.

**ACTIVITY** - Continued allocation of specific funding for training.

**TARGET** - Further training to be accessed as available and appropriate.

**ACTIVITY** - Planned attendance at Village Halls Training Programme event, SWAN network groups, community enterprise training and equality & diversity training.

**TARGET** - Measured by monitoring and evaluation of training reports and increased skills of staff within their specific roles.

**ACTIVITY** - Some individual training programmes complete, following appraisal process, including some accredited training.

**TARGET** - Further training to be accessed for staff as necessary.

**ACTIVITY** - Further training to be accessed as available and appropriate.

**TARGET** - Evidenced on appraisal forms and linked to organisational training plan. Further needs to be identified through the appraisal process and line management meetings.

**ACTIVITY** - Some IT training complete. Further IT training to be identified for 09/10 as part of organisational training plan.

**TARGET** - Increased staff skills in the area of management development and project management. Further priorities to be highlighted on training plan for 09/10. Some IT training and stress awareness training to be disseminated in 09/10 when budget available.

# Marketing

## **AIMS - WHAT WE'RE ABOUT**

Effective marketing to increase the chances of success for the CRCC when: we lobby for changes in policy that affect the rural communities of Cornwall, when competing for tenders for service delivery or when bidding for grants.

## **OBJECTIVES - HOW WE WILL WORK**

Ensuring CRCC's relations and communications with stakeholders and the wider public are clear, positive and relevant.

## **OUTCOMES - THE RESULTS WE ARE LOOKING FOR**

To ensure CRCC sends out a clear message to all of its users, funders and stakeholders by marketing its services correctly through a combination of media, website and literature. Ensuring consistent use of CRCC's 'house style' and communicating clearly and effectively with staff in order to adhere to the branding guidelines.

## **REVIEW - WHAT WE DID LAST YEAR**

Press releases are created regularly with very good coverage in local newspapers and radio stations. Creation of Design post linked to income generation. Undertook CRCC re-branding and Brand Guidelines developed. Attended Royal Cornwall Show to raise awareness of the CRCC and its services.

### **ACTIVITIES AND TARGETS**

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Create regular press releases.

**TARGET** - Continue to create at least two monthly press releases and to copy to trustees, SWAN, ACRE and staff. All news articles and press releases to be made available on the website.

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**ACTIVITY** - Background marketing to raise general awareness of CRCC as the communities advocate and to have CRCC associated with successful service delivery.

**TARGET** - Primary marketing towards the decision makers, commissioners or funders. Secondary marketing towards key individual and institutions that influence the primary targets.

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**ACTIVITY** - To provide a marketing checklist of activity against the timing of an event and to collate, check, format and despatch the range of marketing actively for Project Managers.

**TARGET** - To develop the strategy and checklist for all project areas.

**ACTIVITY** - Working with IT and Design Officers on continual website development.

**TARGET** - To continue to work with IT and Design Officers to maintain the site and keep information updated.

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**ACTIVITY** - Managing design post and income generation.

**TARGET** - Develop portfolio of work and generate cost recovery of the Design Service overheads.

# Supporting Service Delivery

## AIMS - WHAT WE'RE ABOUT

To support our work with rural communities by developing and improving our organisational resources, finances and communications.

## OBJECTIVES - HOW WE WILL WORK

Support projects in the planning, administration and operation of their activities.

## OUTCOMES - THE RESULTS WE ARE LOOKING FOR

CRCC's office resources and systems contribute to the effective and efficient delivery of its services. CRCC's services are appropriate to users needs and relate to the expectation of stakeholders.

## REVIEW - WHAT WE DID LAST YEAR

Undertook staff survey, plus a Stress Survey for Staff in the summer of 2008. More staff have access to webmail and mobile IT. CRCC trustees have their own Intranet site.

### ACTIVITIES AND TARGETS

**What we are planning for this year and what we will achieve.**

**ACTIVITY** - Continue to look in detail at our current and future office needs and consider how we can make better use of home and outreach working.

**TARGET** - Review the layout and utilisation of all CRCC office and outreach working, as appropriate.

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**ACTIVITY** - Staff Survey undertaken.

**TARGET** - Continue to work towards recommendations.

**ACTIVITY** - Introduce a new Performance Management Software (PMS) tool to improve reporting and management of information about service delivery. Feed back results to users and funders.

**TARGET** - Aim to have 50% of staff trained to use PMS system and first reports generated by October 09 for three trial services.

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**ACTIVITY** - Support and enable the Strategic Review and future business vision for CRCC to 2015.

**TARGET** - Production of Strategic Review by October 2009 and produce Business Plan 2010-2015 by March 2010.





Cornwall Rural Community Council  
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