

**Cornwall Rural Community Council**  
*Konsel Kemmynieth a'n Pow Kernow*



**Trustees' Report and Financial Statements**  
*1 April 2007 – 31 March 2008*



Cornwall Community Development Limited  
(Limited by Guarantee)  
Trading as Cornwall Rural Community Council

# Trustees' Report and Financial Statements

***For the year ended 31 March 2008***

Company registration number 4144745  
Charity registration number 1087550



# Trustees Report and Financial Statements

1 April 2007 – 31 March 2008

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# Trustees Report and Financial Statements

1 April 2007 - 31 March 2008

## Reference and Administrative Details of the Charity, its Trustees and Advisers

for the year ended 31 March 2008

<b>Name:</b>	Cornwall Community Development Limited Trading as Cornwall Rural Community Council (CRCC)
<b>Company registration number:</b>	4144745
<b>Charity registration number:</b>	1087550 from 16 July 2001
<b>Principal address and registered office:</b>	9a River Street, Truro, Cornwall TR1 2SQ (to February 2008) 2 Princes Street, Truro, Cornwall TR1 2ES (from February 2008)
<b>Other addresses:</b>	6 Walsingham Place, Truro TR1 2RP (to February 2008) 10 Walsingham Place, Truro TR1 2RP (to February 2008) 14 Chapel Street, Camborne TR14 8ED Clay Tawc, St Dennis PL26 8AF Oakleigh House, Menheniot, Liskeard PL14 3QR

### Trustees

Trustees appointed by the council fall into two categories: a) independent trustees, the number of which may not exceed ten at any one time; and b) representative trustees, persons nominated by certain bodies to serve as their representative:

#### **Independent trustees appointed by the council**

Mrs S Alvey		Appointed 19 March 2008
Mr A Bryce	***	Resigned 12 December 2007
Cllr B Biscoe	*** (Chair Monitoring)	
Mrs S Blaylock		Reappointed 19 September 2007
Mr R Evans	***	Resigned 12 December 2007
Mr J Fox	** (Chair Policy & Finance)	
Mrs J Hackett	* (Vice Monitoring)	
Mr R Lingham	** (Vice Chair)	
Mr P Parkin	** (Chair)	
Mrs J Williams		Reappointed 19 March 2008

### **Representative trustees appointed by the council**

Miss S Benjamin	*	
Cllr G Chin Quee	*	Resigned 05 June 2007
Mrs P Hooper	**	Deceased 06 June 2008
Cllr G Hocking	***	
Cllr I Jolly		Appointed 21 May 2007
Cllr R Jones	**	
Mr J Keeling	*	
Cllr Mrs A Kerridge	**	Resigned 22 May 2007
Cllr R A Mann		Resigned 18 June 2007
Cllr E Parkin	*	
Cllr Mrs M Peacock	*	
Cllr Mrs E Polmounter	*	Appointed 25 June 2007
Mr P Randall	**	
Cllr Mrs J Symons	*	Appointed 16 May 2007
Mrs C Watmore	***	(Vice Policy & Finance)
Cllr Mrs J Whiteley		Appointed 25 May 2007

The trustees constitute directors of the company for the purposes of the Companies Act 1985. No director has any beneficial interest in the company. All directors are members of the company and guarantee to contribute £10 in the event of winding up.

no asterix	sits on Council meetings only
*	sits on Council and Monitoring
**	sits on Council and Policy and Finance
***	sits on Council, Monitoring and Policy and Finance

Lady Mary Holborow is the patron of the organisation

**Senior Executives:** Mark Richardson, Chief Executive  
Paul Coyne, Finance Director & Company Secretary

**Advisors:**

**Bankers:** Lloyds TSB Bank plc, 7 Boscawen Street, Truro TR1 2QT

**Solicitors:** Follett Stock, Truro Business Park, Truro TR4 9NH

**Auditors:** Robinson Reed Layton, Peat House, Newham Road, Truro TR1 2DP

# Structure, Governance and Management

The trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2008. The reference and administrative information set out on pages 2 and 3 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities.

<b>Governing Document:</b>	Memorandum and articles of association
<b>Constitution of Charity:</b>	Charity established as a company limited by guarantee on 19 January 2001

## **Appointment of Trustees**

The organisation seeks trustees who can provide advice and guidance, based on individual experience, on all aspects of the CRCC's work, utilising their specific skills, knowledge or expertise to assist in the making of sound decisions. They must have the following attributes:

- A firm commitment to the CRCC, a working knowledge of RCCs in general and the CRCC in particular
- An acceptance and understanding of the duties, responsibilities and liabilities of Trusteeship
- The willingness to devote the necessary time and effort to the duties of a Trustee
- Integrity mixed with good independent judgement plus the desire to be an effective team member
- The ability to think creatively and strategically and a willingness to speak their mind

A number of the Trustees are, as previously stated, nominated by certain organisations to serve as their representatives on the Board. The nominating organisations are predominately Cornwall County Council and the six local District Councils although there is representation from other bodies, such as the local Partnership Trust and the Voluntary Sector Forum.

## **Induction and Training of Trustees**

The CRCC aims to provide a carefully considered induction programme for each new Trustee in order to absorb them quickly and effectively into the organisation and make them feel valued and welcome. They will be given:

- Access to relevant documentation regarding the role of a Trustee
- Information regarding CRCC – its mission, role, working systems, policies and procedures
- Good level of support from fellow trustees and CRCC staff members
- Opportunity to meet CRCC staff and find out more about work in progress

The induction programme is laid out in phases, allowing the new Trustee to be trained on all aspects of the CRCC, the work that it undertakes and their own role in the organisation. On completion of the induction, feedback from the new Trustee enables the organisation to assess if further training is required.

## **Organisational Structure of the Charitable Company**

Cornwall Community Development Ltd (T/A CRCC) is an independent charitable company employing 25 full time and 31 part-time staff (as at 31 March 2008). The policy and general affairs of the charitable company are directed by the full Council of Trustees who may exercise all the powers of the charitable company as set out in its Memorandum and Articles of Association.

To aid the full Council to discharge its duties and responsibilities there are two sub-committees of trustees. The role of the Policy and Finance Committee is to guide the overall direction of the CRCC's work and oversee the allocation of funds and other resources. The role of the Monitoring Committee is to review and evaluate the CRCC's performance and targets.

Day to day responsibility for the overall operation of the CRCC is delegated to the Chief Executive, supported by the Programme Management Group, a small team of senior staff with responsibility for key work areas. The current membership of this group is as follows:

Chief Executive	Finance Director
Carers Support Manager	Mental Health Project Manager
Head of Community Planning & Development	Capacity Building Manager
Marketing Manager	Support Services Manager

Contracts and Funding bids are discussed by Trustees at full Council or Policy and Finance meetings in advance of submission although authority for final approval is sometimes delegated to a senior Trustee for reasons of timing and application deadlines. In every case contracts are signed by one senior Trustee, usually the Chairman, sometimes counter signed by the Finance Director in his role as Company Secretary.

### **Equal opportunities**

The company operates an Equal Opportunities Policy. The following statement formalises the position and takes account of the progress already made and experience gained.

The CRCC is an equal opportunities employer. It aims to ensure that no job applicant, employee or trustee receives less favourable treatment on the grounds of sex, age, disability, marital status, sexual orientation, religion, colour, nationality or ethnic or national origin, nor is disadvantaged by conditions or requirements which cannot be shown to be justifiable. This principle will apply to recruitment, promotion, transfer, training, benefits, facilities, procedures and all terms and conditions of employment. Selection criteria and procedures will be regularly reviewed to ensure that individuals are selected, promoted and treated on the basis of their relative merits and abilities. All employees will be given, where appropriate and possible, the equal opportunity to progress within the organisation. The CRCC will ensure that any future changes of office location will be easily accessible to all.

*This policy aims to challenge discrimination in all areas of the organisation. We aim to ensure that the organisation reflects and meets the needs of the community and incorporates equal opportunities into all areas of work.*

### **Risk management**

The trustees regularly review the major strategic, business and operational risks faced by the charity. These risks are identified in participation with project managers, volunteers, users and by the management and administrative staff of the CRCC, and form part of the quarterly reporting process to trustees. Regular risk assessments are carried out at all CRCC premises and systems have been established to mitigate these risks. The trustees recognise that they need to understand:

- The respective roles of board and staff
- The good practice that needs to be followed in the recruitment and induction of new trustees
- That regular reviews need to be undertaken of trustee and organisational performance
- That compliance is essential with relevant laws affecting the organisation
- That they must ensure that good employment procedures and practices are in place in order to provide a well supported staff

### **Auditors**

In accordance with section 385 of the Companies Act 1985, a resolution proposing that Robinson Reed Layton be re-appointed as auditors of the company will be put to the Annual General Meeting.

# Objectives and Activities

## **Objects of the Charity**

The objects of the Charity are to promote any charitable purposes for the benefit of communities in the geographical County of Cornwall, including the Isles of Scilly, by, amongst other things:

- Improving the understanding of the social and economic strengths of Cornwall through research
- Raising awareness of the importance of community services and encouraging and promoting their affordable provision
- Supporting and promoting best value in the work of community and voluntary organisations
- Promoting, developing and initiating activities for the welfare of disadvantaged individuals and groups
- Encouraging economic diversification and strengthening and supporting measures to provide and create sustainable employment
- Working with others to ensure that policy makers and service providers take the needs and circumstances of local communities and voluntary organisations into account

The Charity seeks to promote and organise co-operation in the achievement of the above objects and to that end bring together in Council, representatives of the authorities and organisations engaged in the furtherance of these objectives within the geographical County of Cornwall and the Isles of Scilly.

## **Aims of the Charity**

CRCC's aim is 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 achieve this aim 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

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

- We will be flexible, adaptable and responsive
- We will respect views expressed to us and ensure that those views 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

In 2005, the Board of Trustees adopted a new Business Plan to cover the period from 2005 – 2010. The Plan has a series of work areas. Under each work area there are a series of aims and objectives. Progress against the Plan is reviewed at six monthly intervals and new interim outcomes and measures are set annually dependent on progress towards the stated aims. The areas of work, which have been reviewed and re-evaluated in this financial year, are:

- a. Voluntary Sector Support;
- b. Inclusion
- c. Carer Support
- d. Community Development
- e. Mental Health
- f. Internal Services

### **Volunteer Policy**

The CRCC is committed to involving a diverse range of local people in our work in both formal volunteering and community activity. We do this because we believe that:

- The support of community networks and individuals within them is vital to compliment the work of the CRCC
- By utilising the skills, knowledge and experience of local people better services are provided
- As volunteers, local people can bring a different perspective to that of professionals which is valuable in developing our work
- People of all ages and cultures care about and want the opportunity to contribute to making life a more fulfilling and enjoyable experience for everyone
- We value the resourcefulness of volunteers as without their input we would be able to achieve only a small percentage of what we currently undertake

We define a 'CRCC Volunteer' as someone who commits time and energy for the benefit of the CRCC's operations. CRCC Volunteers help with the delivery of our services and are active in projects and community-led activities supported by the CRCC.

## CRCC Services

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Voluntary Sector Support  
Inclusion  
Carer Support  
Community Development  
Mental Health  
Internal Services

# 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, Cornwall Association of Local Councils (CALC), the District Councils, Business in the Community and others to deliver the second year of the programme, worth over £440,000. 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 08/09 targets to be delivered as stated in the CIP business plan on time.

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**Activity** - Work in partnership with Penwith Community Development Trust and others to shape, implement and deliver the Community Empowerment outcome of the Local Area Agreement (LAA). To refresh the outcome in the Autumn to reflect changing circumstances such as the creation of community networks under the 'One Cornwall' proposals.

**Target** - Enable the 08/09 milestones to be delivered as stated in the Strong I Community Empowerment Project Initiation Document on time.

**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 County Council and Capacity Builders.

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**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**

Local Involvement Network (LINK) in Cornwall: To listen to and reflect people's views and experiences of local 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**

In April 2008 CRCC was successful in becoming the independent 'Host Organisation' for LINK in Cornwall. CRCC has been contracted by Cornwall County Council to establish, facilitate, advise and support LINK. LINKs are being set up across England and are funded by the Department of Health.

## **Activities and Targets**

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

**Activity** - Put into place a Project Team with the responsibility of establishing, facilitating, advising and supporting LINK.

**Targets** - Locate outreach and development resources as part of partner working arrangements with Penwith Community Development Trust and Age Concern Cornwall.

July-November: Successfully recruit a Project Manager, Support Officer and Researcher.

**Activity** - Set up an Implementation Group to establish a LINK structure, governance arrangements and Work Plan priorities.

**Targets** - August 08: Facilitate a series of Implementation Group meetings to establish a LINK structure with supporting governance arrangements and priorities for a LINK work plan.

October 08: Provide the opportunity for people to comment on the proposals and formally adopt the LINK Structure, governance arrangements and Work Plan priorities.

**Activity** - Support LINK to develop, communicate and deliver its Work Plan and activities.

**Targets** - October 08 onwards: Have in place systems for data management, reporting and record keeping of LINK information.

October 08 onwards: Support LINK to ensure it is open and accountable and provide resource and guidance in determining and delivering LINK activities, monitoring progress.

On-going: Implement regular and varied communications and widen distribution networks.

**Activity** - Form strategic partnerships and direct working relationships with statutory agencies and other organisations.

**Target** - Ongoing: Determine working arrangements between LINK and local service providers, regulators and commissioners.

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

**Target** - October 08: identify areas of under representation. Reflect these findings in a strategy to raise awareness of LINK and increase participation.

# Design

## **Aims - What we're about**

To provide a design service for CRCC as well as other voluntary sector organisations, community groups and community enterprises.

## **Objectives - How we will work**

- Rebrand CRCC, producing a clear set of guidelines setting out how all CRCC literature should be presented
- 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
- Generate income through undertaking contract work to help fund the continuation and development of the design post

## **Outcomes - The results we are looking for**

Community groups to benefit from being able to promote themselves in a professional way; improving their ability to communicate with their target groups and partners as well as helping obtain resources and funding. All CRCC literature to be produced centrally and in a consistent style to enhance and enforce CRCC image and reputation with all stakeholders. Marketing and design team to bring in an income to support and develop post.

## **Review - What we did last year**

The Design post was created. The role has been developed through advertising and promotion.

### **Activities and targets**

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

**Activity** - Rebrand the CRCC.

**Target** - Development of new logo and look for CRCC to be fully adopted by October 08.

**Activity** - Produce a clear set of brand guidelines to ensure that CRCC's visual presence is consistent in all areas of our work.

**Target** - Brand guidelines to be adopted by all staff by October 2008

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

**Target** - All CRCC core literature to be produced in a consistent and professional style from October 08.

**Activity** - Promote the design service to voluntary sector organisations and community enterprises.

**Target** - Successfully help promote a number of community organisations etc while also generating an income to help support and develop the design service.



# Information Technology Support

## **Aims - What we're about**

To build 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 (VCS) will have enhanced and improved their IT skills and systems.

## **Review - What we did last year**

A steady growing number of VCS organisations have been accessing the service with high rates of satisfaction. Over £3,000 of income has been achieved to date by charging larger groups for some of this work (there is a free service available for smaller community groups). The service has entered into a partnership with Actnow, a scheme operated by Cornwall Enterprise and a joint bid for funding work has been submitted to Capacity Builders.

## **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 networks. To help to manage the IT investment of the Cornwall Infrastructure Partnership and other partners.

**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 07/8. Continue to market the service to the voluntary sector.

**Target** - Generate £3500 of income through charging in 08/9.

# Capacity Building

## **Aims - What we're about**

To enable voluntary and community sector organisations to more effectively support vulnerable adults.

## **Objectives - How we will work**

Building the capacity of voluntary and community sector organisations that support 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.

## **Review - What we did last year**

Research carried out to identify key issues and an action plan produced. Ten groups supported with regards governance and training. Safeguarding Adults Procedure produced.

## **Activities and Targets**

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

**Activity** - Promote the importance of the Safeguarding Adults agenda to voluntary and community organisations.

**Target** - At least 50 senior managers and/or trustees from voluntary and community organisations to attend Safeguarding Adult Awareness events and sessions.

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

**Target** - At least 30 people within voluntary and community organisations trained in Foundation Level Safeguarding Adult Training.

**Activity** - Influence county level strategies and policies with regards vulnerable adults.

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

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

**Target** - At least three networks to be supported.

# Social Inclusion

## **Aims - What we're about**

To enable the voluntary and community sector to effectively support individuals and communities that are disadvantaged.

## **Objectives - How we will work**

- Build the capacity of local communities 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.

## **Outcomes - The results we are looking for**

The capacity of voluntary and community sector to effectively support local communities to tackle social exclusion will be strengthened. 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**

100 young people's projects have been supported, including assistance with funding advice, to deliver a range of projects benefiting disadvantaged young people. Assistance was given to 150 people, addressing issues with benefits, housing and homelessness and mental health needs. Support and assistance has been given to six Black and Minority Ethnic (BME) community projects. Worked in partnership with Diocese of Truro and the Cornwall Independent Poverty Forum to organise two migrant worker evenings. Links have been made with Truro College, the Bridging Arts projects and the Lets Talk project to support migrant workers. Held two social inclusion networking events for staff from other Rural Community Council's in the South West.

## **Activities and Targets**

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

**Activity:** Support member organisations of the Cornwall Youth Works Partnership (CYWP) in their project development.

**Target:** Assist and support the development of five members of the CYWP.

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**Activity:** Project development, support and advice to young people projects, addressing social exclusion issues.

**Target:** Support 25 young people projects.

**Activity:** Project development, support and advice to Black and Minority Ethnic (BME) and gypsy and traveller projects, addressing issues affecting these communities.

**Target:** To support five BME and gypsy and traveller projects.

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**Activity:** Project development, support and advice to Cornwall Independent Poverty Forum (CIPF).

**Target:** Strengthen the capacity of the CIPF.

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**Activity:** Raise awareness of issues affecting those who are socially excluded.

**Target:** Influence positive change to local and national policies.

# YP2

## **Aims - What we're about**

Demonstrating to young people that, by developing and exercising their key skills, they can become valued members of their community.

## **Objectives - How we will work**

- Raise levels of self-esteem amongst young people in the clay area.
- Provide opportunities for young people to gain new skills.

## **Outcomes - The results we are looking for**

Raised levels of self-esteem amongst young people. Opportunities provided for young people to gain new skills.

## **Review - What we did last year**

A summer dance project, which was then replicated during winter 07/08, was celebrated by a series of performances by the young people. Young people carried out a film project looking at opportunities for new recreational facilities near St Dennis. Young people made a film using new skills to voice their feelings about a proposed incinerator in their village. This was used by the Primary Care Trust as part of a consultation and went to numerous agencies as a means of giving young people a platform to express their opinions. Young people helped plan and deliver an event at the Eden project to draw attention to a new, county-wide Play Strategy. 136 vouchers were issued to young people to encourage team work by participation in local activities.

## **Activities and Targets**

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

**Activity** - Continue the ongoing development of volunteer opportunities for young people for 2008.

**Target** - Partners and opportunities to be identified and a draft timetable to be in place by May 08.

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**Activity** - At least three groups of young people to complete the volunteering programme by end of 2008.

**Target** - Publicise the volunteer opportunities.

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**Activity** - 136 vouchers to be distributed to eligible young people, including hard to reach (e.g. BME groups and 'Not in Education, Employment or Training' (NEET)) by April 08 and newsletters to be distributed to young people about the voucher scheme.

**Target** - At least 100 young people to take up the voucher scheme by December 08.

**Activity** - Key skills are developed and exercised through the voucher and volunteer scheme. Taking part in the volunteer opportunities will raise the awareness of their local area and community issues.

**Target** - Continuous evaluation of the volunteer and voucher scheme. Engaging at least 100 volunteers through the creation of three volunteer programmes.

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**Activity** - Delivering work for the Carnegie Trust.

**Target** - Exploring different methods of consultation with young people.

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**Activity** - Secure continuation funding for project for beyond 08.

**Target** - Continued applications and research.

# 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

A better take up of the service, an increase in carers assessments and greater awareness of carers issues. For carers, improved financial circumstances, knowledge of services, increased confidence and self esteem and reduced isolation. Influence local health and social care policies relating to carers.

## Review - What we did last year

822 new carers were identified, 620 re-opened referrals and with an average of 2.5 visits per referral. Continuing work with GP's with a 65% increase in referrals. £401,115 obtained for carers in benefits and grants, a 67.5% increase. Set up young adult carers group for 18 - 25 age group. Funding obtained for a carer champion pilot project in Penwith.

## 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. Application for carers service to be completed by end June 08. Continue to promote service at flu clinics, events etc.

**Target** - Over 400 carers to be identified up to end September, due to tender process.

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**Activity** - Continued increase of carers visited, both face to face and by phone. Ensure Carers Support 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 £450,000.

**Activity** - Ongoing contact with GP surgeries, Primary Care Trust (PCT) and Adult Social Care 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. 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. Ensure the LINK provides dedicated groups 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 Workers to attend support groups to provide advice and information. Continue to support the young adult carers group.

# 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 building 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**

138 young carers identified. Secured funding from Duchy Health Charity for an additional part time worker to co-ordinate befriending for young carers aged 5 to 12. Young carers met with the Counties MP's.

### **Activities and Targets**

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

**Activity** - Development of the befriending scheme for young carers aged 5 to 12 years.

**Target** - Secure additional funding to recruit and train more volunteers and secure on-going funding for the scheme.

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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 five to complete an award.

**Activity** - As a large number of our young people care for parents suffering from mental ill health a course called WRAP (Well Being, Recovery and Action Planning) will be implemented to help this group of young people. Courses on health and well being will also take place.

**Target** - 15 young carers to complete the programme during the year.

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

**Target** - The Young Carers Forum to meet commissioners from Health, Adult Social Care and Children, Young People and Families.

# 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 local councils to improve/strengthen processes currently in place.  
Improving delivery through better partnership working.

## **Review - What we did last year**

During the year there has been a restructuring which has resulted in the social inclusion service being incorporated within a new team - Inclusion. This has allowed Community Planning and Development to become more integrated and cohesive, thus strengthening the team. There has been a shift towards environmental sustainability, most visibly in the success of the joint CRCC/Community Energy Plus/Interlink Climate Change Conference, but also in the engagement of community buildings support and the parish planning process in this arena. A major new focus has been on the development of the new Unitary Authority and members of the team have been engaging with Cornwall Council's Transition Team to assist in proposals for community development support under the new authority.

## **Activities and Targets**

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

**Activity** - Engage with the One Cornwall Transition team to facilitate joint working under the new authority and access appropriate funding.

**Target** - Six meetings with relevant officers and engagement with piloting of the community network areas. Secured funding for Community Planning and Development activities.

**Activity** - Input into the development of the Cornwall Climate Change Action Plan.

**Target** - Attendance at five meetings of the Plan Content Guidance Groups and shaping the content of the papers.

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

**Target** - Head the judging of the competition and promote through the media. Liaise with Western Morning News sponsor over desk top judging exercise and identify three 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, Getting Connected, Market and Coastal Towns Initiative and Interlinks etc.

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

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

# 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. Creation of a community planning database and inputting all known parish and Market and Coastal Towns Initiative (MCTi) plans produced between 02 and March 08. Other work eg 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 planning, parish plans etc). Providing support, literature and guidance to Parish Councils and communities on community planning processes and work required to make this a success. Encourage Parishes to consider undertaking parish planning and enable those that proceed to have access to information and support.

**Target** - Provision of preliminary information and/or support to 15 groups enabling them to make informed decisions about community-led planning. Measured in part by feedback and by progress being made by groups.

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**Activity** - Continued work with local authorities to promote community-led planning to them – highlighting how they can benefit and use the information for work plans etc. Some of this links to Getting Connected partnership.

**Target** - Measured by One Cornwall's actions in relation to incorporating this within their Local Area Networks.

**Activity** - Continued work on the Community Planning Database – both ensuring up to date and developing capability.

**Target** - Continue to input new plans as and when completed and available to CRCC. To undertake training to enable further development work on the database to proceed with the aim of producing up to three additional reports from the database.

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

**Target** - Production of another issue of the Community Planning Team's e-newsletter (two produced in 07-08).

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

**Target** - Dependant on pieces of work, the targets will vary eg requests for Money Matters and appropriate updates. CCPFA will relate to 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 assisted 30 groups with projects arising from community plans. We have allocated over £7,000 worth of small grants to fund some of these projects whose total costs were in excess of £16,500. We have developed new resources for rural service delivery including CRCC's guide to Social Enterprise. We have worked closely with the local Village Retail Services Association (ViRSA) advisor to support village shops in Cornwall and have also promoted the South West Store is the Core scheme.

## **Activities and Targets**

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

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

**Target** - Provide advice and guidance to 15 groups 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** - Develop resources to enable community groups and partner organisations to easily access information relating to rural service delivery.

**Target** - Develop appropriate resource/information packs and update website accordingly.

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**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, which offers stores a package of financial support and consultancy advice and support to communities looking to establish community owned shops.

Work with local partners to raise awareness of issues affecting rural communities and the delivery of 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**

The service assisted over 60 projects including 22 new social enterprises and 38 established enterprises. Community Enterprise development grants were awarded to eight social enterprises.

## **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 40 new, existing and established community/social enterprises. Promotion of social enterprise through six training workshops and distribution of the 'Social Enterprise in Cornwall' guide to raise awareness and understanding of social enterprise. To deliver in-depth business support to ten social enterprises in order to improve business performance and increase economic impact.

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**Activity** - To provide signposting and referral to other initiatives.

**Target** - Provide guidance and signposting to initiatives such as free advice from professional firms, Train to Gain and Cornwall Works for Social Enterprise, Capacity Building Works and to make referrals to the regional Social Enterprise Link service.

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

**Target** - Organise two one-day best practice visits to encourage peer learning, best practice and networking. To help social enterprises identify training needs and to support vocational training. To provide 20 organisational 'health checks', promote quality standards and the new Social Enterprise mark in order to raise standards of social enterprises.

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**Activity** - Provide research and analysis of the growth of social enterprise.

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

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**Activity** - Influence the development of regional policy and practice.

**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**

55 Community Buildings have been assisted with a variety of issues. Specific support has been given in response to the Big Lottery Community Buildings Programme. In addition, there has been a number of enquiries following the introduction of the Charities Act 2006. Funding advice has been given to 42 groups. A series of training events took place in Feb 2008 funded by a grant of £4,559 from Awards for All. Improvements have been made to the community buildings part of the CRCC website and articles are being collected for a new 'Village Halls Newsletter'.

## **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 40 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 unitary authority for Cornwall the importance of local funding for village halls (as currently 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 Forums

## **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.
- 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.

## **Outcomes - The results we are looking for**

Better communication between users and service providers leading to improved support. The organisation of six locality mental health forums throughout East and West Cornwall, meeting approximately every eight weeks, and two larger Focus Forums (East and West) twice a year. Increased publicity for the Forums, increasing awareness and membership. The organisation of 'one-off' events with particular focus as necessary (eg World Mental Health Day). 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. Service User Representative Group (SURG) members invited to be involved with the Primary Care Trust (PCT) and Cornwall Partnership Trust (CPT) in many different ways. Contact made with new service users in the rural community needing support.

## **Activities and Targets**

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

**Activity** - Six locality Focus Forums taking place at least two-monthly, with at least two larger Forums taking place (East and West) during the year.

**Target** - To extend the outreach provided by Forums by increasing publicity and raising the profile of the meetings.

**Activity** - Contact to be made with all SURG members who are still registered to discuss how SURG can continue to meet the needs of both service users and service providers. Contact to be made with various voluntary organisations and self-help/community groups to encourage new members to join SURG, making it more inclusive.

**Target** - To extend the membership of SURG and to make it more inclusive of harder to reach groups.

**Activity** - Encourage service users to engage with LINK in Cornwall to partake in a mental health task group, focusing on the difficulties service users are currently having accessing services.

**Target** - Enable service users to speak out about local health and social care services, enabling the development and improvement of these services.

# 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***

Financial year 07/08 saw Nightlink become a fully homeworking organisation. Consequent new systems of communication and operation have brought the team closer together.

## **Activities and Targets**

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

**Activity** - 08/09 will see a planned move to independence under the new umbrella of Re-Gain (Cornwall) CIC (a mental health specific social enterprise). Also planned is re-accreditation to the nationally recognised Mental Health Helplines Partnership (MHHP) quality standards and another new training programme beginning January 09.

# Independent Visiting 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.

## **Objectives - How we will work**

- Provide independent opportunities for in-patients to raise issues about their experiences with the relevant bodies, to improve and develop service delivery.
- Extend this scheme out into the community.

## **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. Ensure that in-patients have the maximum amount of support to ensure their stay in hospital meets all their needs. Useful feedback to be provided to both Cornwall Partnership Trust and Primary Care Trust from service users on a regular basis. To provide a scheme which allows independent community visitors to work alongside service users in a variety of settings to discover their views of the services they are receiving from Health and Social Care and to support them where possible.

## **Review - What we did last year**

Independent visitors have visited in-patients at Bodmin and Longreach hospitals on a regular basis, dealing with problems on service users' behalf, both on the ward and by taking the issues to the Sub-Acute or Acute Forums.

## **Activities and Targets**

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

**Activity** - Visit hospital staff and talk to Independent Visitors about the scheme and update policy guidelines for the next three years (08/11)

**Target** - Clarify the role of the Independent Visitor with service users, commissioners and CPT staff.

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**Activity** - The availability of suitable training/induction to be scoped locally and to be discussed with present volunteers, should they wish to be involved. A comprehensive programme to be put in place for anyone volunteering in the future.

**Target** - Provide appropriate training and development for Independent Visitors.

**Activity** - Enter discussions with suitable

organisations involved with volunteer recruitment, contact other voluntary organisations supporting service users and their families dealing with mental health problems to see whether there may be individuals who would like to be part of the scheme. Publicise the fact that the Mental Health project is hoping to expand the scheme and more volunteers would be welcome.

**Target** - Extend the number of volunteers involved in the Independent Visitor Scheme, including volunteers from hard to reach groups.

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**Activity** - Working alongside partners in CPT and the voluntary sector, recruit and train volunteers so that they make contact with Hard to Reach Service Users, eg at Community Mental Health team bases in outpatients and at day centres. Enable volunteers to provide support at the time of contact and also to provide a successful mechanism for feedback to Health and Social Care.

**Target** - Set up a Community Independent Visitor Scheme.

# 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 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.

## **Activities and Targets**

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

**Activity** - Funding bids to be sent to relevant organisations.

**Target** - Acquire additional funding to allow the present self-help groups to continue and also for new groups to be established.

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**Activity** - Through talking to service users discover the particular needs in Cornwall which are not being met and begin to develop an action plan for the establishment of further self-help groups, enabling service users to support each other.

**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.

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**Activity** - Acquire sufficient funding as well as advertise the groups so that they are well-supported by local service users. Support the individual groups in any way we can to provide safe, non-judgemental meeting places for the sharing of ideas, experiences and concerns.

**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 07/08 Sanctuary supported 222 Guests. The male to female split was 62-160. The House ran at 98% occupancy for the year.

## **Activities and Targets**

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

**Activity** - In year 08/09 Sanctuary hopes to support a minimum of 200 Guests.

98% occupancy is again the target for 08/09.

The study into the benefits of holistic therapies will be completed in year 08/09.

# 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 implementing a 10% management fee on all projects. Bids have been submitted to the Big Lottery, Capacity Builders, Children in Need, 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.

CRCC has implemented recommendations that charitable organisations cost their work using full cost recovery. This 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.

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

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

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**Activity** - Write bids for funding.

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

**Activity** - Timesheet recording.

**Target** - New timesheet recording system to be in place by May 09.

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

**Targets** - Lloyds Link payment system to be in place by March 09.

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

**Targets** - To be in place by March 09.

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**Activities** - Create viable full cost recovery system.

**Targets** - Full cost recovery system in place and further improvements to be implemented as required.

# 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**

IIP status reviewed October 07 and successfully achieved. ACRE Level 3 standard successfully achieved in July 07. Staff appraisals were held early 08. Successful recruitment and induction of eight staff.

## **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. Data protection and recruitment policy now reviewed and implemented.

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**Activity** - Investors in People (IIP) standard achieved 07. Well-being pilot was undertaken and recommendations identified.

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

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**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.

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**Activity** - Implement a Manager's Guide on policies and procedures to support managers in their role.

**Target** - Produce a Manager's Guide by December 08, through consultation with managers.

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**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 08.

**Target** - A review of data protection and risk assessment processes will be undertaken by December 08. Continuous review of policies in line with our schedule.

# 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 within the areas of funding and marketing. Many individual staff training needs satisfied throughout the organisation to include communication skills, leadership skills, time management skills, well-being for carers, advice and guidance, including accredited training.

## **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 April 08.

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

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

**Activity** - Planned attendance at Village Halls Adviser's event, SWAN network groups and community enterprise training.

**Target** - Measured by monitoring and evaluation of training reports and increased skills of staff within their specific roles. Member of staff to gain full Small Firms Enterprise Development Initiative (SFEDI) Business Advice Accreditation.

**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** - Marketing training complete. Further management training to be identified for 08/09 as part of organisational plan. IT assessment now complete and some training identified.

**Target** - Increased staff skills in the area of marketing and management. Further priorities to be highlighted on training plan for 08/09. Some IT training to be disseminated in 08.

# Marketing

## **Aims - What we're about**

Our aim is to support our work with rural communities by developing and improving our organisational resources, financing and communications.

## **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 particular local newspapers and radio stations. Corporate identity being investigated. Held conference in partnership with Cornwall Interlinks and Community Energy Plus (CEP). Developed marketing strategy. Communication Action Plan has now been completed. Creation of Design post linked to income generation. New website created. Delivered marketing training to CRCC staff.

## **Activities and Targets**

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

**Activity** - Create regular press releases. In addition creating monthly themed news articles for the charity pages of Western Morning News and West Briton newspapers. Create a news section on the website.

**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** - To attend Royal Cornwall Show, within Cornwall County Council's marquee, June 08.

**Target** - Formation of working group, to guide and plan stall.

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**Activity** - Marketing Strategy in place after working closely with Prohelp professionals, MPad.

**Target** - Marketing Strategy to be reviewed by June 08.

**Activity** - Corporate Identity/branding.

**Target** - Make sure all literature, web and email content is consistent with CRCC branding.

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**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 income of £13,000 for organisation for first year of post.

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**Activity** - Train to Gain promotion and evaluation.

**Target** - Developing promotional literature on behalf of Train to Gain in partnership with Cornwall Centre for Volunteers and Cornwall Neighbourhoods for Change. Supporting the promotion of the scheme and to evaluate the effectiveness of the scheme within the voluntary sector throughout Cornwall.

# 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**

We planned and carried out a successful office move from our three Truro offices in River Street and Walsingham Place into one combined Truro office in Princes Street. More staff have access to webmail and mobile IT. CRCC trustees have their own Intranet site. We undertook a second user survey across the organisation.

## **Activities and Targets**

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

**Activity** - Involve users, funders and partners in the development, delivery and assessment of services.

**Target** - Undertake a third user and partner survey by March 09.

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**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 the satellite offices in St Dennis and Camborne.

**Activity** - Take into account the views, needs and aspirations of project staff in the preparation of their own project plans.

**Target** - Undertake a second staff survey by March 09.

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**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** - Staff trained to use PMS system and first reports generated by October for three trial services.

# Financial Review

The balance sheet on page 38 indicates that at 31 March 2008 the total funds of the CRCC stood at £876,779. This was represented by tangible fixed assets of £443, investments of £759,634 and net current assets of £116,702. Unrestricted funds of £362,198 together with the designated reserve of £66,100 and the revaluation reserve of £11,167 represent the reserves available to the organisation to fulfil its existing commitments over the long term.

## Unrestricted funds

The statement of financial activities on page 37 indicates that total incoming resources for the year ended 31 March 2008 were £277,999 on unrestricted funds. This was £4,344 less than the total resources expended.

## Restricted funds

As shown in the statement of financial activities, total incoming resources were £1,507,339 and total resources expended were £1,560,413, giving net outgoing resources of £53,074.

## Irrecoverable VAT

During the year ended 31 March 2008 the Charity incurred irrecoverable VAT of £15,687 due to the partial exemption rules.

## Grants

During the year ended 31 March 2008 grants totalling £92,933 were paid on behalf of funders. Of these, 33 were paid to individuals totalling £7,183 and 31 were paid to institutions totalling £85,750. Individual institutional grant payments of over £1,000 were made as follows:

Recipient	No of Payments	£
Penwith Volunteers – Compact	1	1,000
All Being Well – Community Enterprise	1	1,000
Liskeard Galleries – Community Enterprise	1	1,000
Cornish World – Community Enterprise	1	1,000
Sustainable Trust – Community Enterprise	1	1,000
Unity Cornwall – BME Developments, LSC	2	20,000
Fata He – Equality & Diversity, LSC	1	15,000
CREC – Equality & Diversity, LSC	1	7,500
Cornwall Centre for Volunteers, LSC	1	3,000
St Stephen's Carnival	1	1,000
Zennor Village Hall – Penwith DC Fund	1	2,000
Sancreed Village Hall – Penwith DC Fund	1	1,450
Young Carers Cornwall	1	1,140
Arts for Healing – Turning the Tide	1	14,000
Mental Health Forums – User Grants	4	10,000

## Investment powers

Under the memorandum and articles of association, the charity has the power to make any investment which the trustees see fit.

## Investment policy

Surplus cash is placed on bank deposit in order to maximise interest receivable subject to security of the funds and their availability to meet the needs of the business. All cash investments are made in the form of government securities or unit trusts. There will be no investments in the shares of individual companies and there will be no speculative investment in land or buildings. Investments are reviewed annually by Truro Stockbrokers Ltd. A reserves and investment report is submitted to the Policy and Finance committee at every meeting of that committee. The trustees consider the performance of the investments in the year to be satisfactory.

## **Reserves policy**

Sufficient reserves are required to provide:

- Working capital equivalent to three month's expenditure
- Protection against the unpredicted loss of grant funding and
- A hedge against liabilities

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level that equates to approximately three months' total expenditure. Based on the accounts to 31 March 2008, this target level would be £460,689. At present the free reserves amount to £362,198 and as there is a shortfall, the trustees will continue to actively seek to expand the charity's funding base. Sufficient reserves should be retained under each of the restricted funds to meet the company's obligations under that fund.

## **Statement of Trustee's Responsibilities**

The trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the net income or expenditure of the company for that period. In preparing those financial statements, trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgments and estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

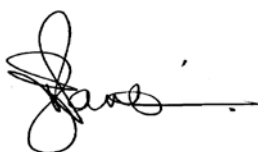
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 1985 and the Charities Act 1993. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

## **Statement of Disclosure to Auditor**

So far as the trustees are aware, there is no relevant audit information of which the company's auditors are unaware. Additionally the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This report has been prepared in accordance with the special provision of part VII of the Companies Act 1985 relating to small companies.

**By order of the trustees**



**Trustee**

**2 Princes Street  
Truro  
TR1 2ES**

**Date 3 December 2008**

# Independent Auditors' Report

*to the members of Cornwall Community Development Limited*

We have audited the financial statements of Cornwall Community Development Limited (Limited by guarantee) trading as Cornwall Rural Community Council on pages 37 to 51 for the year ended 31 March 2008. These financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments and the accounting policies set out herein.

This report is made solely to the company's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or the opinions we have formed.

## **Respective responsibilities of trustees and auditors**

The charitable company's trustees are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), as set out in the statement of trustee's responsibilities on page 34.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the trustees' report is not consistent with the financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and transactions with the charitable company is not disclosed.

We are not required to consider whether the statement in the trustees' report concerning the major risks to which the charitable company is exposed covers all existing risks and controls, or to form an opinion on the effectiveness of the charitable company's risk management and control procedures.

We read the trustees' report and consider the implications for our report if we become aware of any apparent misstatements within it.

## **Basis of audit opinion**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

## **Opinion**

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charitable company's affairs as at 31 March 2008 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended; and
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Trustees report is consistent with the financial statements.



**Chartered Accountants**

**Registered Auditors**

**Robinson Reed Layton**

**Peat House**

**Newham Road**

**TRURO**

**TRI 2DP**

**Date 3 December 2008**

# Statement of Financial Activities

(incorporating income and expenditure account)

For the period ended 31 March 2008

	Notes	Restricted £	Unrestricted £	2008 £	2007 £
<b>Incoming Resources</b>					
<b><u>Incoming Resources from generated funds</u></b>					
<b>Voluntary Income</b>	5	3,501	185,782	<b>189,283</b>	192,068
<b><u>Activities for generating funds</u></b>					
Project Fees		-	45,231	<b>45,231</b>	32,703
Other Income		52,587	20,701	<b>73,288</b>	57,114
<b>Investment Income</b>	6	28,982	26,285	<b>55,267</b>	47,891
<b><u>Incoming Resources from charitable activities</u></b>					
	7				
Carers		318,378	-	<b>318,378</b>	296,053
Mental Health		342,023	-	<b>342,023</b>	343,376
Play		-	-	-	48,150
Change Up		128,307	-	<b>128,307</b>	223,597
Community Development		215,018	-	<b>215,018</b>	81,360
Local Area Agreement		365,000	-	<b>365,000</b>	430,909
Other Projects		53,543	-	<b>53,543</b>	76,981
<b>Total Incoming Resources</b>		1,507,339	277,999	<b>1,785,338</b>	1,830,202
<b>Resources Expended</b>					
<b>8</b>					
<b><u>Charitable Activities</u></b>					
Carers		337,951	-	<b>337,951</b>	311,112
Mental Health		410,751	-	<b>410,751</b>	384,811
Play		13,471	-	<b>13,471</b>	81,685
Change Up		179,285	-	<b>179,285</b>	183,744
Community Development		200,399	-	<b>200,399</b>	63,314
Local Area Agreement		362,754	-	<b>362,754</b>	433,155
Other Projects		55,802	-	<b>55,802</b>	87,622
Provision of Services		-	277,913	<b>277,913</b>	223,869
<b><u>Governance Costs</u></b>					
Trustee & Audit costs		-	4,430	<b>4,430</b>	5,175
<b>Total Resources Expended</b>		1,560,413	282,343	<b>1,842,756</b>	1,774,487
<b>Net (expenditure) / income for the year</b>		(53,074)	(4,344)	<b>(57,418)</b>	55,715
<b><u>Other unrealised gains /(losses) on investment assets</u></b>					
		-	(21,520)	<b>(21,520)</b>	10,638
<b>Net movement in funds</b>		(53,074)	(25,864)	<b>(78,938)</b>	66,353
<b>Reconciliation of Funds</b>					
<b>Total funds brought forward</b>		490,388	465,329	<b>955,717</b>	889,364
<b>Total funds carried forward</b>		437,314	439,465	<b>876,779</b>	955,717

There were no acquisitions or discontinued activities in the year to 31 March 2008 or 2007.

The company had no recognized gains or losses other than the net movement in funds as shown above.

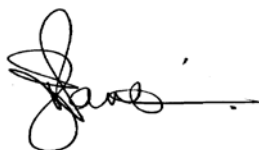
# Balance sheet

As at 31 March 2008

	Notes	£	2008 £	£	2007 £
<b>Fixed assets</b>					
Tangible assets	9		443		695
Investments	10		759,634		844,836
			<hr/>		<hr/>
			760,077		845,531
<b>Current assets</b>					
Debtors	11	107,559		139,904	
Parish Councils' investment account		9,572		9,052	
Cash at bank		132,717		163,887	
Cash at bank - Credit Unions		7,017		7,017	
Cash in hand		1,614		1,288	
			<hr/>	<hr/>	
		258,479		321,148	
<b>Current liabilities</b>					
Creditors		132,205		201,910	
Parish Councils		9,572		9,052	
			<hr/>	<hr/>	
	12	141,777		210,962	
<b>Net current assets</b>			<hr/>	<hr/>	
			116,702		110,186
<b>Net assets</b>					
	14		<hr/>	<hr/>	
			876,779		955,717
<b>Funds</b>					
<i>Unrestricted funds</i>					
General fund		362,198		332,642	
Revaluation reserve		11,167		32,687	
Designated reserve		66,100		100,000	
			<hr/>	<hr/>	
	15		439,465		465,329
<i>Restricted funds</i>					
	16		437,314		490,388
			<hr/>	<hr/>	
			876,779		955,717
			<hr/>	<hr/>	

These financial statements were approved by the Trustees on and were signed on their behalf by:

Trustee



Date 3 December 2008

# Notes to the Financial Statements

(forming part of the financial review)

## 1 Constitution

The company is limited by guarantee and does not have a share capital. In the event of the company being wound up each member is liable to contribute a sum not exceeding £10. There were 20 members at 31 March 2008.

## 2 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

### 2.1 Accounting convention

These financial statements have been prepared in accordance with applicable accounting standards and follow the recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice 2005 issued in March 2005 and are on an historical cost basis as modified by revaluation of investments.

The company is exempt from the requirement of Financial Reporting Standard No 1 to prepare a cash flow statement as it is entitled to the filing exemptions as a small company under sections 246 to 249 of the Companies Act 1985 when filing accounts with the Registrar of Companies.

### 2.2 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal annual instalments over their estimated useful economic lives as follows:

Telephone system	Between 2 and 10 years
Computer equipment	Between 3 and 4 years
Photocopiers	Between 5 and 7 years
Furniture and equipment	Between 3 and 10 years

Certain assets used by specific projects are written off over the remaining term of the project and this may be shorter than the timescales stated above. Items costing less than £500 are included in revenue expenditure and not capitalised.

### 2.3 Investments

Investments are stated in the financial statements at market value. Unrealised gains on investments are calculated by reference to the difference between market values from one year to the next. Realised gains are calculated by reference to the difference between the proceeds of sale and the carrying value of the investment at the previous year end.

### 2.4 Grants receivable and payable

Revenue grants are recognised as incoming resources on the earlier date of when they are received or when they are receivable, unless they relate to a specified future period, in which case the amounts received are treated as deferred income. Grants payable are recognised when approved.

## 2.5 *Operating leases*

Operating lease rentals are charged in the statement of financial activities on a straight line basis over the life of the lease.

## 2.6 *Voluntary income*

Voluntary income received by way of donations and gifts to the Charity is included in full in the Statement of Financial Activities when receivable. Intangible income is not included unless it represents goods or services that would have otherwise been purchased.

## 2.7 *Allocation of costs*

Costs, where directly attributable to a certain fund are allocated to that fund. Other expenses have been apportioned to these funds on the basis of time spent by staff on the support and management and administration of such funds and include both the staff costs and attributable overheads.

## 2.8 *Funds*

Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure, which meets this criteria, is identified to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources receivable or generated for the general work of the Charity.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

## 2.9 *Pensions*

The charity operates defined contribution pension schemes and the assets of these schemes are held separately from those of the charity in independently administered funds. The amount charged to the statement of financial activities represents the contributions payable to the schemes in respect of the accounting period, in accordance with FRS17.

## **3 *Transactions with trustees and connected persons***

There were no trustees' emoluments for the year. Expenses totalling £180 were claimed by 1 trustee during the year, (2007: £925 by 1 trustee).

Due to the nature of the charity's operations and the composition of the trustees, it is inevitable that transactions will take place with organisations in which a trustee or persons connected with them may have an interest. Trustees do not vote on any decisions made regarding grants or loans payable to organisations in which they have an interest.

## **4 *Taxation***

The organisation is a registered charity under the Charities Act 1960 and as such is exempt from taxation on its income and capital gains.

## 5 Voluntary Income

	Restricted	Unrestricted	2008	2007
	£	£	£	£
<b>Donations &amp; Grants</b>				
Defra (formerly Countryside Agency)	-	142,698	<b>142,698</b>	138,946
Local authorities	-	40,360	<b>40,360</b>	37,462
Other grants and donations	3,501	2,724	<b>6,225</b>	15,660
	<hr/>	<hr/>	<hr/>	<hr/>
	3,501	185,782	<b>189,283</b>	192,068
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## 6 Investment income

Investment income can be analysed as follows:

	2008	2007
	£	£
Listed investments	<b>5,732</b>	5,314
Cash deposits	<b>49,535</b>	42,577
	<hr/>	<hr/>
	<b>55,267</b>	47,891
	<hr/> <hr/>	<hr/> <hr/>

## 7 Incoming resources from charitable activities

	Restricted	Unrestricted	2008	2007
	£	£	£	£
Local authorities	235,955	-	<b>235,955</b>	230,213
Local Area Agreement	365,000	-	<b>365,000</b>	430,909
Primary Care Trusts	478,432	-	<b>478,432</b>	472,847
Big Lottery Fund:				
YP2 – The Clay	25,000	-	<b>25,000</b>	32,500
Capacity Builders	128,307	-	<b>128,307</b>	223,597
Learning & Skills Council	71,000	-	<b>71,000</b>	-
Other grants	118,575	-	<b>118,575</b>	110,360
	<hr/>	<hr/>	<hr/>	<hr/>
	1,422,269	-	<b>1,422,269</b>	1,500,426
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## 8 Total resources expended

Resources expended represent the following direct and apportioned costs.

	Carers	Mental Health	Play	Change Up	Community Development	Local Area Agreement	Other restricted funds projects	Provision of Services	Governance Costs	2008	2007
	£	£	£	£	£	£	£	£	£	£	£
<b>Charitable Activities</b>											
Grants payable	9,599	24,000	-	-	52,126	-	7,113	95	-	92,933	44,135
Staff costs	276,976	322,107	6,041	13,203	121,486	103,119	40,466	179,908	-	1,063,306	959,629
Grants repaid	-	-	1,500	-	-	-	-	-	-	1,500	150
Premises and equipment	25,942	44,878	1,177	-	7,683	-	3,158	60,593	-	143,431	124,780
Legal and professional	200	-	3,970	-	8,425	-	-	12,576	-	25,171	38,399
Depreciation	-	-	-	-	-	-	-	252	-	252	868
Subscriptions	63	115	10	-	320	-	41	6,952	-	7,501	7,504
Purchases & provisions	9,809	6,746	7	-	4,751	-	-	3,398	-	24,711	35,646
Office expenses	7,926	8,611	99	-	1,083	-	-	1,355	-	19,074	22,124
Other	2,100	1,420	-	-	890	-	-	2,173	-	6,583	10,944
Conferences/Seminars	3,212	370	640	-	3,141	-	4,275	1,801	-	13,439	37,272
Irrecoverable VAT	2,124	2,504	27	849	494	130	749	8,810	-	15,687	13,550
Project Service Delivery	-	-	-	165,233	-	259,505	-	-	-	424,738	474,311
Trustee & Audit Costs	-	-	-	-	-	-	-	-	4,430	4,430	5,175
	<b>337,951</b>	<b>410,751</b>	<b>13,471</b>	<b>179,285</b>	<b>200,399</b>	<b>362,754</b>	<b>55,802</b>	<b>277,913</b>	<b>4,430</b>	<b>1,842,756</b>	<b>1,774,487</b>

Included within trustee and audit costs are audit fees of £4,250 (2007: £4,250); and within legal and professional fees are other fees of £1,200 (2007: £1,350) charged by the charity's auditors for other services. Included within premises and equipment are operating lease rentals of £51,491 (2007: £43,933).

## 9 Tangible fixed assets

	Telephone System	Computer Equipment	Photocopiers	Furniture and Equipment	Total
	£	£	£	£	£
<b>Cost</b>					
At 31 March 2007 and 31 March 2008	12,644	64,210	750	12,776	90,380
	_____	_____	_____	_____	_____
<b>Depreciation</b>					
At 31 March 2007	12,605	63,554	750	12,776	89,685
Charge for year	39	213	-	-	252
	_____	_____	_____	_____	_____
At 31 March 2008	12,644	63,767	750	12,776	89,937
	_____	_____	_____	_____	_____
<b>Net book value</b>					
At 31 March 2008	-	443	-	-	443
	=====	=====	=====	=====	=====
<b>Net book value</b>					
At 31 March 2007	39	656	-	-	695
	=====	=====	=====	=====	=====

## 10 Investments

	2008	2007
	£	£
<b>Listed investments</b>		
Charities Official Investment Fund	67,330	73,819
M&G Charifund Income	61,697	76,728
	<hr/>	<hr/>
	129,027	150,547
Charities Deposit Fund	630,607	694,289
	<hr/>	<hr/>
	759,634	844,836
	<hr/> <hr/>	<hr/> <hr/>

All investment assets are in the United Kingdom. All restricted funds are held in the Charities Deposit Fund with the balance and the listed investments representing the unrestricted fund.

	2008	2007
	£	£
<b>Listed investments</b>		
Market value at 31 March 2007	150,547	139,909
Net unrealised investment (losses) / gains	(21,520)	10,638
	<hr/>	<hr/>
Market value at 31 March 2008	129,027	150,547
	<hr/> <hr/>	<hr/> <hr/>

The cost of the above investments at 31 March 2008 was £117,860 (2007: £117,860).

## 11 Debtors

	2008	2007
	£	£
<b>Amounts falling due within one year:</b>		
Grants due	76,225	105,482
Other debtors	19,923	12,334
Prepayments	5,561	6,738
Village Hall loans	3,750	7,750
Rural Initiatives Fund loans	100	600
	<hr/>	<hr/>
	<b>105,559</b>	132,904
<b>Amounts falling due after more than one year:</b>		
Village Hall loans	2,000	7,000
	<hr/>	<hr/>
	<b>107,559</b>	139,904
	<hr/> <hr/>	<hr/> <hr/>

Village Hall loans are made interest free over a maximum of three years and for a maximum of £3,000 per applicant. Rural Initiatives Fund loans are made interest free over a maximum of three years up to a maximum of £1,500.

## 12 Creditors: amounts falling due within one year

	2008	2007
£	£	£
Trade creditors	79,272	145,017
<b>Other creditors including taxation and social security:</b>		
Taxation and social security	24,333	21,201
Pension contributions	-	4
	<hr/>	<hr/>
	<b>24,333</b>	21,205
Accruals	29,598	29,252
Deferred income (see note 13)	8,574	15,488
	<hr/>	<hr/>
	<b>141,777</b>	210,962
	<hr/> <hr/>	<hr/> <hr/>

### 13 *Deferred Income*

	2008	2007
	£	£
Balance as at 1 April 2007	15,488	82,369
Amount released to incoming resources	(15,488)	(82,369)
Amount deferred in the year	8,574	15,488
	<hr/>	<hr/>
	<b>8,574</b>	<b>15,488</b>
	<hr/> <hr/>	<hr/> <hr/>

### 14 *Analysis of net assets between funds*

	Restricted	Unrestricted	Total 2008
	£	£	£
<b>Fund balances as at 31 March 2008 as represented by:</b>			
Tangible fixed assets	-	443	443
Investments	437,314	322,320	759,634
Net current assets / liabilities	-	116,702	116,702
	<hr/>	<hr/>	<hr/>
	<b>437,314</b>	<b>439,465</b>	<b>876,779</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

### 15 *Unrestricted funds*

	General fund	Revaluation reserve	Designated reserve	Total
	£	£	£	£
At 31 March 2007	332,642	32,687	100,000	465,329
Decrease in value of investments	-	(21,520)	-	(21,520)
Surplus / (deficit) for the year	29,556	-	(33,900)	(4,344)
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2008	<b>362,198</b>	<b>11,167</b>	<b>66,100</b>	<b>439,465</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The designated reserve is the Gwendroc Fund, which was established to provide funds for the purchase or refurbishment of replacement offices. Part of the fund was utilised during the year.

## 16 Restricted funds

	At 31 March 2007	Incoming resources	Resources expended	At 31 March 2008
	£	£	£	£
Carers				
Other	38,086	325,593	(337,951)	25,728
Mental Health	297,002	358,667	(410,751)	244,918
Play				
Big Lottery Funds	11,329	-	(11,329)	-
Other	1,212	930	(2,142)	-
Change Up	60,081	130,446	(179,285)	11,242
Local Area Agreement	(1,565)	365,000	(362,754)	681
Community Development	61,991	264,869	(200,399)	126,461
Voluntary Sector Forum				
Other	104	-	-	104
Other projects				
Big Lottery Funds	16,995	25,000	(26,213)	15,782
Other	5,153	36,834	(29,589)	12,398
	<u>490,388</u>	<u>1,507,339</u>	<u>(1,560,413)</u>	<u>437,314</u>

The above analysis represents a summary of over 20 individual projects being undertaken by the Council, each of which represents a separate restricted fund. The objectives of the individual projects can be summarised as follows:

General heading	Object
Carers	To provide information, advice and support to empower individual carers to continue their caring role.
Mental Health	To support, protect and promote the rights of people with mental health issues.
Play	To provide support to local communities to develop safe and accessible play provision.
Change Up	To work in partnership with public, private and voluntary sectors to shape strategic delivery initiatives to benefit rural communities.
Local Area Agreement	To support a programme of activities that will make a real difference to Cornish communities, the Council working within the Safer and Stronger communities' priority.
Community Development	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.

Under the heading of "other projects" are a number of individual projects with objectives consistent with the Council's object of strengthening and supporting social and community development of rural areas and voluntary activities. Apart from the main funders, grant funding was also received from the following organisations.

Cornwall Community Foundation	£18,167	for Social Inclusion Projects.
Cornwall Community Foundation	£25,000	for the Community Enterprise Project.
SWAN	£18,620	for the Community Enterprise Project.
Learning & Skills Council	£45,000	for the Equality & Diversity Project.
Learning & Skills Council	£26,000	for the Train to Gain Project.
Carnegie Trust	£7,500	for the Rural Action Research Project.
Calor Gas Ltd	£3,000	for the "Village of the Year" competition.
Awards for All	£4,559	for the Village Halls Training Project.
Healthcare Commission	£21,732	for Public & Patient Engagement.
Duchy Health Charity	£15,000	for Young Carers Befriending Scheme.

More detail of the nature and activities of individual funds are given earlier in this report.

## 17 Commitments

The Council has annual obligations under operating leases for land and buildings as follows:

	2008	2007
	£	£
<b>Expiring within one year</b>		
9a River Street (expired February 2008)	-	12,966
6 Walsingham Place (expired February 2008)	-	6,900
10 Walsingham Place (expired February 2008)	-	4,450
Claytawc (renewed annually)	<b>6,024</b>	6,150
Oakleigh House (renewed annually)	<b>11,000</b>	11,000
<b>Expiring in the second to fifth year</b>		
Camborne		
– Lease to November 2010		
Current rental per annum	<b>7,520</b>	7,000
<b>Expiring after five years</b>		
Princes Street		
– Lease to July 2014		
Current rental per annum	<b>24,000</b>	-
	<hr/>	<hr/>
	<b>48,544</b>	48,466
	<hr/> <hr/>	<hr/> <hr/>

The Council has annual obligations under operating leases for equipment expiring in the second to fifth year of £2,719 for photocopiers (2007 - £Nil) and obligations expiring after five years of £1,300 for telephone systems (2007 - £Nil).

## 18 Staff numbers and costs

The average number of persons employed full time (or equivalent) by the company (excluding trustees) during the year was 48 (2007: 47). These were employed as follows:

	2008	2007
	No	No
Carers	11	10
Mental Health	11	12
Play	-	2
YP2	2	2
Community Development	5	2
CRCC Project Officers	3	3
Community Planning	3	3
Information Technology	1	1
Administration	12	12
	<hr/>	<hr/>
	<b>48</b>	47

The aggregate payroll and related costs of these persons were as follows:

	2008 £	2007 £
Wages and salaries	894,356	816,706
Social Security costs	78,194	70,496
Pension contributions	9,875	8,598
	<hr/>	<hr/>
	982,425	895,800
Other staff related costs	80,881	63,829
	<hr/>	<hr/>
Total staff costs	1,063,306	959,629
	<hr/> <hr/>	<hr/> <hr/>

No employee received emoluments exceeding £60,000.

## 19 Pension scheme

The charity operates defined contribution pension schemes and the pension cost charge for the period represents contributions payable by the charity to these schemes and amounted to £9,875 (2007: £8,598).

Contributions amounting to £Nil (2007: £4) were outstanding at the end of the financial period.

## 20 Contingent Liability

### Pension obligations

Cornwall Community Development Limited participates in the Pensions Trust's Growth Plan. The Plan is funded and is not contracted out of the state scheme. The Growth Plan is a multi-employer pension plan.

Contributions paid into the Growth Plan up to and including September 2001 were converted to defined amounts of pension payable from Normal Retirement Date. From October 2001 contributions were invested in personal funds which have a capital guarantee and which are converted to pension on retirement, either within the Growth Plan or by purchase of an annuity.

The rules of the Growth Plan allow for the declaration of bonuses and/or investment credits if this is within the financial capacity of the Plan assessed on a prudent basis. Bonuses/investment credits are not guaranteed and are declared at the discretion of the Plan's Trustee.

The rules of the Growth Plan give the Trustee the power to require employers to pay additional contributions in order to ensure that the statutory funding objective under the Pensions Act 2004 is met. The statutory funding objective is that a pension scheme should have sufficient assets to meet its past service liabilities, known as Technical Provisions.

The Trustee commissions an actuarial valuation of the Growth Plan every 3 years. The purpose of the actuarial valuation is to determine the funding position of the Plan by comparing the assets with the past service liabilities as at the valuation date. Asset values are calculated by reference to market values. Accrued past service liabilities are valued by discounting expected future benefit payments using a discount rate calculated by reference to the expected future investment returns.

If the actuarial valuation reveals a deficit, the Trustee will agree a recovery plan to eliminate the deficit over a specified period of time either by way of additional contributions from employers, investment returns or a combination of these.

The rules of the Growth Plan state that the proportion of obligatory contributions to be borne by the Member and the Member's Employer shall be determined by agreement between them. Such agreement shall require the Employer to pay part of such contributions and may provide that the Employer shall pay the whole of them.

Cornwall Community Development Limited paid contributions at the rate of 5% during the accounting period. Members paid contributions at the rate of 5% during the accounting period.

As at the balance sheet date there was one active member of the Plan employed by Cornwall Community Development Limited. Cornwall Community Development Limited continues to offer membership of the Plan to its employees.

It is not possible in the normal course of events to identify the share of underlying assets and liabilities belonging to individual participating employers. Accordingly, due to the nature of the Plan, the accounting charge for the period under FRS17 represents the employer contribution payable.

The last formal valuation of the Scheme was performed as at 30 September 2005 by a professionally qualified actuary using the Projected Unit Method. The market value of the Scheme's assets at the valuation date was £675 million and the Plan's Technical Provisions (ie past service liabilities) were £704 million. The valuation therefore revealed a shortfall of assets compared with the value of the liabilities of £29 million, equivalent to a past service funding level of 96%.

The Scheme Actuary has prepared an Actuarial Report that provides an approximate update on the funding position of the Plan as at 30 September 2007. Such a report is required by legislation for years in which a full actuarial valuation is not carried out. The funding update revealed an increase in the assets of approximately £2 million, equivalent to funding level of 100.2%. Annual funding updates of the Growth Plan are carried out using approximate actuarial techniques rather than member by member calculations, and will therefore not produce the same results as a full actuarial valuation. However, they will provide a good indication of the financial progress of the Plan since the last full valuation.

Since the contribution rates payable to the Plan have been determined by reference to the last full actuarial valuation the following notes relate to the formal actuarial as at 30 September 2005.

The financial assumptions underlying the valuations as at 30 September 2005 were as follows:

	<b>% per annum</b>
Investment return pre retirement	6.6
Investment return post retirement	4.5
Bonuses on accrued benefits	0.0
Rate of price inflation	2.5

In determining the investment return assumptions the Trustee considered advice from the Scheme Actuary relating to the probability of achieving particular levels of investment return. The Trustee has incorporated an element of prudence into the pre and post retirement investment return assumptions; such that there is a 60% expectation that the return will be in excess of that assumed and a 40% chance that the return will be lower than that assumed over the next 10 years.

If an actuarial valuation reveals a shortfall of assets compared to liabilities the Trustee must prepare a recovery plan setting out the steps to be taken to make up the shortfall.

In view of the small funding deficit and the level of prudence implicit in the assumptions used to calculate the Plan liabilities the Trustee has prepared a recovery plan on the basis that no additional contributions from participating employers are required at this point in time. In reaching this decision the Trustee has taken actuarial advice and has been advised that the shortfall of £29 million will be cleared within 5 years if the investment returns from assets are in line with the “best estimate” assumptions. “Best estimate” means that there is a 50% expectation that the return will be in excess of that assumed and a 50% expectation that the return will be lower than that assumed over the next 10 years. These “best estimate” assumptions are 7.6% per annum pre retirement and 4.8% per annum post retirement.

A copy of the recovery plan must be sent to the Pensions Regulator. The Regulator has the power under Part 3 of the Pensions Act 2004 to issue scheme funding directions where it believes that the actuarial valuation assumptions and/or recovery plan are inappropriate. For example the Regulator could require that the Trustee strengthens the actuarial assumptions (which would increase the scheme liabilities and hence impact on the recovery plan) or impose a schedule of contributions on the Scheme (which would effectively amend the terms of the recovery plan). The Regulator has reviewed the recovery plan for the Growth Plan and confirmed that, in respect of the September 2005 actuarial valuation, it does not propose to issue any scheme funding directions under Part 3 of the Pensions Act 2004.

The next full actuarial valuation will be carried out as at 30 September 2008.

Following a change in legislation in September 2005 there is a potential debt on the employer that could be levied by the Trustee of the Plan. The Trustee’s current policy is that it only applies to employers with pre October 2001 liabilities in the Plan. The debt is due in the event of the employer ceasing to participate in the Plan or the Plan winding up.

The debt for the Plan as a whole is calculated by comparing the liabilities for the Plan (calculated on a buyout basis ie the cost of securing benefits by purchasing annuity policies from an insurer, plus an allowance for expenses) with the assets of the Plan. If the liabilities exceed assets there is a buy-out debt.

The leaving employer’s share of buy-out debt is the proportion of the Plan’s pre October 2001 liability attributable to employment with the leaving employer compared to the total amount of the Plan’s pre October 2001 liabilities (relating to employment with all the currently participating employers). The leaving employer’s debt therefore includes a share of any ‘orphan’ liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Plan liabilities, Plan investment performance the liabilities in respect of the current and former employees of the employer, financial conditions at the time of cessation event and the insurance buy-out market. The amounts of debt can therefore be volatile over time.

Cornwall Community Development Limited has been notified by the Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2007. As of this date the estimated employer debt for Cornwall Community Development Limited was £47,074. The Pensions Trust have also advised that the figure quoted as at 30 September 2007 is likely to have increased by approximately 28% as at 31 March 2008 to £60,255.



**Cornwall Rural Community Council**  
*Konsel Kemmynieth a'n Pow Kernow*

**voluntary sector support inclusion carers support community development mental health**

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