

Foreword from Transformation Cornwall Chair, Reverend Steven Wild, Cornwall and Isles of Scilly Methodist District Chair.

“On behalf of the Trustees of Transformation Cornwall, I am pleased to present this five-year plan. Transformation Cornwall is clearly doing great work which is having an effect throughout the Duchy. Our team is small but absolutely brilliant. Our roots are firmly in the Christian faith and our support is much wider than that. Exciting things abound, and there are many adventures ahead for communities to engage with the vision and energy of Transformation Cornwall. God Bless.”

Reverend Steven Wild, February 2020

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1. Executive Summary

Transformation Cornwall is a faith infrastructure organisation.

Our Mission is to strengthen faith based social action in Cornwall.

Our Vision is to see faith in action at the heart of flourishing communities in Cornwall.

We are an organisation that builds on our foundations of Christian values helping to strengthen communities across Cornwall. We work in three ways to support groups in tackling poverty and exclusion in Cornwall through our:

Meet the Funders Programme: providing innovative conferences and workshops to inform, inspire and strengthen community projects.

1:1 work: with individual churches, faith groups and grassroot organisations in Cornwall.

Strengthening links: between faith based and non-faith organisations around 6 core themes.

In November 2019 an external evaluation of our work concluded

‘Transformation Cornwall is a vital resource to the faith sector in Cornwall providing high quality and responsive support, advice and guidance, depending on the particular needs of each particular group.’

From this and our Board’s strategic review, we have identified opportunities to work more ambitiously over the next five years in all of our three areas of service delivery, and in strengthening our own financial sustainability and accountability.

Our annual operational cost at present is approximately £60,000. We will maintain that by supplementing our current income sources through additional fund-raising and income generation. This will consist of both engaging proactively with major donors and raising our profile amongst the people of God in Cornwall through events and activities to encourage more local giving.

Our 2020-2025 Fund-raising and Income Generation Action Plan gives details of the activities we plan to accomplish, the resources required and the timetable to achieve them.

We will monitor progress on these actions and their cost, and review this Business Plan yearly to produce our Annual Budget and Fund-raising Targets.

Part A

2. About Transformation Cornwall

2.1 Who we are - Our Vision

Transformation Cornwall was established in 2010. It is a Registered Charity (No: 1138706) and a Company Limited by Guarantee (No: 07329249). It operates as a Joint Venture between the Diocese of Truro, Cornwall and Isles of Scilly Methodist District, Churches Together in Cornwall and the Church Urban Fund (Transformation Cornwall Articles of Association 2010).

“A vision without a task is but a dream. A task without a vision is drudgery. A vision and a task are the hope of the world.” Inscription on a church wall in Sussex England c. 1730

Transformation Cornwall’s Vision is: **‘To see faith in action at the heart of flourishing communities in Cornwall’**.

2.2 What we do – Our Mission

Transformation Cornwall’s Mission is to: **‘Strengthen faith based social action in Cornwall’**. As a faith infrastructure organisation, we build on our foundations of Christian values helping to strengthen communities across Cornwall.

2.3 What we do – Our work

Transformation Cornwall works in three ways to support groups to tackle poverty and exclusion in Cornwall through our:

- **Meet the Funders Programme:** providing innovative conferences and workshops to inform, inspire and strengthen community projects.
- **1:1 work:** with individual churches, faith groups and grassroot organisations in Cornwall.
- **Strengthening links:** between faith based and non-faith organisations around 6 core themes (food poverty, homelessness, mental health, financial inclusion, modern slavery & the climate emergency).

2.4 Our values

We work on a basis of **trust and confidence**. We trust our staff and volunteers to:

- carry out their role to the best of their ability
- seek support and advice if they are unsure in a situation
- operate in ways that reflect the values, principles and policies of our organisation
- develop a ‘can do’, problem-solving culture
- create our organisation as an open, friendly, positive resource which is accessible to all.

Within our Organisation we will:

- be open and transparent in our working together
- have clear lines of communication and accountability
- keep things simple and mean what we say
- treat each other with respect, regardless of race, creed, culture, disability, gender, sexuality or faith
- maintain an honest and open culture and ensure we learn from our experiences
- deliver on our promises.

Groups and Organisations can expect us to:

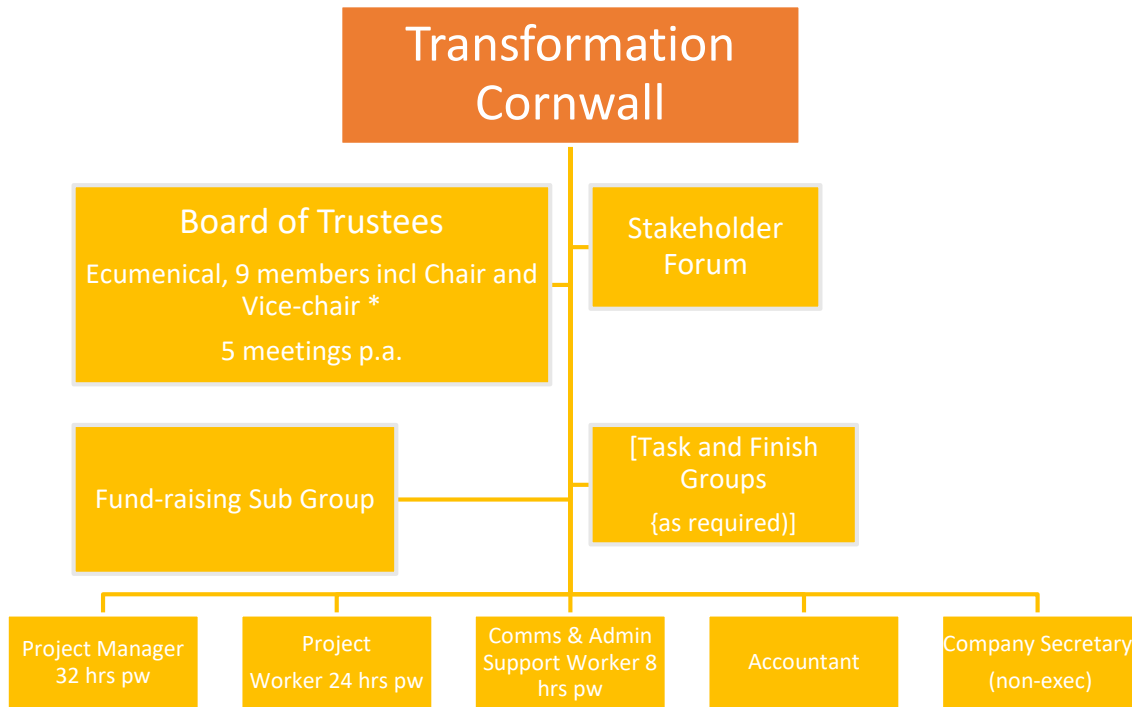
- work with integrity
- work to build relationships of trust and confidence in our own organisation
- have a positive impact on the development and growth of all groups and organisations
- provide support to projects, groups and organisations to grow and develop - we will not lead them or tell them what to do
- be fair in how we work
- be realistic in what we can offer
- work flexibly, responding to their needs and requirements.

No member of the Transformation Cornwall staff and volunteer team can represent Transformation Cornwall as a Trustee/Director with another organisation.

2.5 Our team: staff and Board of Trustees

Our governance structure is shown below, together with brief details of our staff and Board of Trustees.

Figure 1



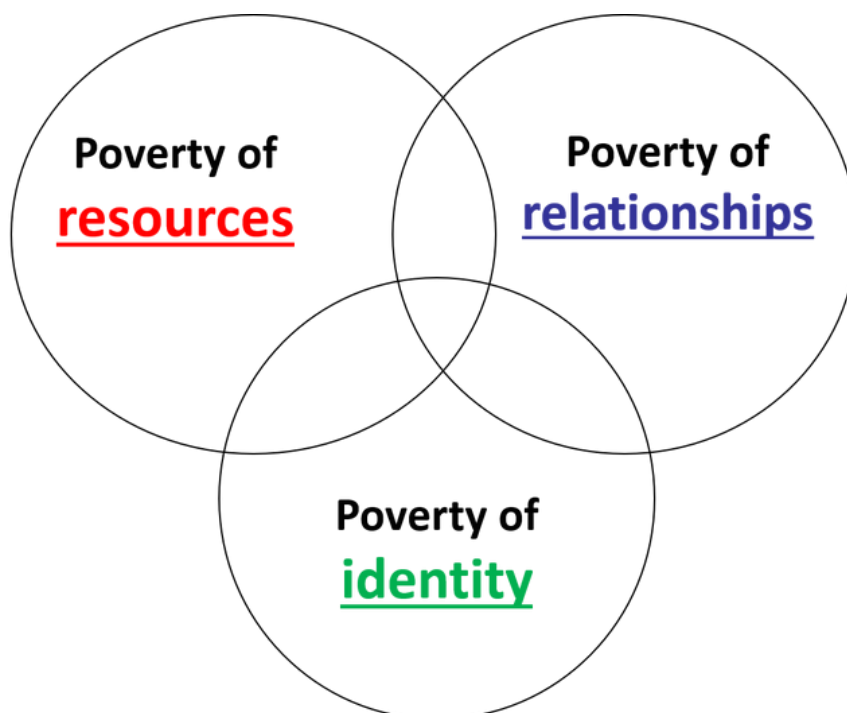
*The Founding Members are:- the Bishop; the Church Urban Fund, and the Cornwall & IoS Methodist District who can each nominate 3 members. Current details of staff and Trustees can be found on our website (<https://transformation-cornwall.org.uk/about>).

3. Where we are now

3.1 Wider context, local context and evidence of need

Transformation Cornwall works within a trio poverty model, recognising that many of the communities within its reach, whilst they may suffer extreme poverty in terms of conditions of housing or average household income, may also, for example, have a very strong community and sense of culture and identity. In such communities, social networks are often stronger than in communities that have lost their sense of identity and social action may thrive in the work of a number of local community groups. This Web of Poverty (CUF 2014) maintains that people can be impoverished in different ways, experiencing a poverty

of resources, poverty of relationships or poverty of identity (Appendix 1 Web of Poverty). Jon Kuhrt (2014) refers to this as the 'Three Faces of Poverty' explaining that **material poverty** is driven by low incomes, unemployment, cuts and sanctions to benefits, unaffordable housing and increased costs of living. **Poverty of relationships** relates to the fragile and fractured nature of many people's relationships, both within families and communities. The weakening of the bonds of commitment within families has left many, especially children, far more vulnerable than ever before. The **poverty of identity** underpins both. It is seen in the growing issues around mental health problems, low-self-esteem, self-harm and addictions which cluster around and feed off material and relational poverty.'



Kuhrt, 2014

Transformation Cornwall centres its work on Asset-based Community Development (also known as ABCD) which sees individuals as the route to effective solutions, acknowledging each person's unique circumstances, challenges, strengths and abilities. 'Asset Based Community Development' strengthens communities by discovering and using the assets already present, and is recognised by the Church Urban Fund (CUF) as 'offer[ing] the possibility of transformative change.' (CUF 2013). Using an asset-based community development approach enables communities to develop and sustain local solutions that address needs such as community cohesion, tackling holiday hunger, social isolation and other manifestations of poverty and inequality.

Transformation Cornwall works throughout Cornish communities recognising areas where indicators highlight poverty and deprivation and also those where factors combine to mean that delivering social action is challenging and difficult.

Cornwall covers an area of 3,370 sq. miles and has a resident population of 532,273 living in 230,400 households (Office of National Statistics 2011 Census). This figure rises to about 850,000 during peak holiday periods. 61.4% of the population lives in rural areas and small communities of less than 10,000 people (defined as rural by the ONS) making it the most rural area of England.

Despite its image as a popular tourist destination, favoured also by the wealthier retired and high-earning incomers from more affluent parts of the country, Cornwall is more deprived

than the rest of Britain when it comes to material aspects of the living environment (such as quality of housing), access to services, employment, income and health (Reach Data Unit plc 2019).

This is evidenced in the latest Index of Multiple Deprivation (IMD 2019) which places Cornwall as the 83rd most deprived of a total of 317 local authorities in England, with 17 neighbourhoods in the top 10% most deprived areas in the country. Whilst the number of neighbourhoods from Cornwall that were ranked within the top 30% least deprived areas in England was 16 in 2015, this increased to 21 in 2019.

Cornwall Community Foundation concludes that Cornwall is in the 80% worst performing comparable areas, based on mean average wage, whilst outstanding personal debt amounted to £14 billion in 2014, almost 50% higher than Cornwall's annual economic output figure (Vital Signs 2017). In all, over three quarters of neighbourhoods in Cornwall are more deprived than the national average. And it's not just in the UK where Cornwall ranks low in terms of deprivation – the county is among the 50 poorest regions in the whole of Europe with a GDP per capita 75% less than the EU average. This has qualified it for substantial funding from the European Union under its deprived areas funding agreements over the last 20 years, the latest equivalent to €603.7m of European Regional Development Fund and the European Social Fund under the Growth Programme 2014 to 2020 (Cornwall and Isles of Scilly Growth Programme October 2019). The primary types of deprivation in Cornwall's worse affected neighbourhoods are income, employment, education, skills and training, health and disability.

The UK government's decade-long austerity programme has compounded historic economic deprivation, due to limited employment opportunities and industry in a traditional agriculture and fishing-based economy, through cuts in public services and infrastructure investment. Cornwall became a unitary authority in 2007 just as current austerity was kicking in and during its first ten years, the new council has had to make savings of more than £350m - far more than the initial £17m a year which was envisaged through the creation of the unitary council (Cornwall Devolution Deal 2015).

Despite recent investment under the Devolution Deal, public transport remains poor, making access to the limited range of services and jobs harder in a very rural area; mental health services for children and young people are particularly underfunded. Local community organisations, charities, local social enterprises and faith groups continue to respond to growing needs, putting increasing pressure on the limited funding sources available.

Diversity of faith is limited in Cornwall compared with other areas of the UK, with 60% declaring themselves Christian and 30% of no religion (Cornwall Council, 2013), and Cornwall has historically had a high proportion of strong Christian communities: A survey conducted in 2014 identified 900 faith groups (Cornwall Survey of Faith Groups 2014).

3.2 The infrastructure market in Cornwall

There are a small number of infrastructure organisations providing generic services to the Third Sector and supporting communities and individuals in Cornwall (including Cornwall Voluntary Sector Forum, Volunteer Cornwall, Cornwall Rural Community Charity / Penwith Community Development Trust). Additionally, there are a number which are sector specific e.g. Disability Cornwall, Active Plus etc. Transformation Cornwall fulfils a unique role by working with faith based groups which are, ostensibly, universal with presence within each community throughout Cornwall. We uniquely recognise the faith community's ability to reach across denominations and differences to those most in need and most able to achieve change, thus maximising the resources available to draw upon in each and every community within Cornwall. A survey in 2016 of over 6,700 churches across the UK by the Cinnamon Trust concluded that collectively, local churches and other faith groups are a major provider of services and support to the local community. This ability to work across and beyond

faiths, allows Transformation Cornwall to work in spaces where other organisations may be restricted and find it difficult to work.

3.3 The faith community in Cornwall and our partners

Transformation Cornwall works ecumenically and is closely linked with several organisations that make up the faith community in Cornwall. It is partnered with the Diocese of Truro, the Cornwall Methodist District and Churches Together in Cornwall. It also works closely with Cornwall's Faith Forum.

Transformation Cornwall follows the lead set by the Church Urban Fund which was established in 1987 by the Church of England as a practical response to unmet need, and of the Together Network, an alliance of 21 charities driven by the desire to see communities flourish throughout England. Locally it is an active member of Churches Together in Cornwall and sits on the Churches Together Cornwall Unity Group.

The Survey of Faith Groups concluded that there were ten key challenges confronting local communities in Cornwall (Cornwall Survey of Faith Groups 2014). These are listed below in descending order of importance, with number of respondents mentioning them:

1. Lack of 'community' (18)
- 2/3. Employment (17)
- 2/3. Poverty and disadvantage (17)
4. Current economic situation (16)
5. Housing (14)
6. Financial problems (11)

Other issues such as delays in benefits, low wages, closure of local services and the lack of inspiration and activities for young people were also mentioned. Those surveyed were asked about their future needs which closely reflected the issues listed above.

Transformation Cornwall's aim is to respond to these challenges and expressed needs through its social action agenda.

At the time of the Faith Group survey, it was estimated that if the then living wage of £7.65 had been applied to the total volunteer hours recorded through responses and multiplied by the full count of faith groups in Cornwall, the value of volunteer hours per year contributed through faith groups would have been in excess of £20 million.

3.4 External evaluation findings and overview

In 2019, Transformation Cornwall commissioned an external evaluation of its work (see Appendix 2 for summary). It concluded that the charity is "a vital resource to the faith sector in Cornwall providing high quality and responsive support, advice and guidance, depending on the particular needs of each particular group". The evaluation included a survey of 41 faith groups in Cornwall and provided the following key findings:

- Extensive number of faith groups more aware of funding opportunities and application process
- Fundraising confidence and skills improved and more funding applications being made
- Improved quality of service provided by over 80% and an increase in numbers of people supported
- A large number of buildings refurbished or built new, and
- Over 75% with a workable business plan/strategy in place

However, it also found

- A majority needing to raise more funds or have to cut services
- Lack of fundraising plans in place

- High demand for help and support with fundraising plans and with monitoring and evaluation, for refurbishing or creating new buildings and recruiting and supporting volunteers, and
- Knowledge of other local faith groups requiring assistance from Transformation Cornwall reflecting large unmet demand for capacity-building work in the sector.

3.5 Strengths, Weaknesses, Opportunities and Threats

The table below combines results from this external evaluation plus those of internal discussions held at a strategic meeting of Transformation Cornwall Trustees, wider team and the CUF Executive in February 2019 which have together provided guidelines for the creation of this five-year Business Plan

Fig 2

	INTERNAL	EXTERNAL
POSITIVE	<p>Strengths</p> <p>Committed, supportive, progressive / forward thinking team with broad range, length and depth of experiences within Trustee board and staff.</p> <p>Transformation Cornwall provides a unique service within Cornwall.</p> <p>Recent sub-group structures have enabled key tasks to be comprehensively and promptly completed.</p> <p>CUF strategic support to Transformation Cornwall.</p> <p>Strong values - knowing who we are and what makes us tick – and ability to acknowledge, admit and learn from our mistakes.</p> <p>Evidence (<i>Refs 1&8</i>) demonstrating extensive number of faith groups more aware of funding opportunities and grant application process and an increase in confidence and skills.</p> <p>Evidence (<i>Ref 1</i>) showing more faith groups with a workable business plan/strategy in place through Transformation Cornwall's support.</p>	<p>Opportunities</p> <p>To grow the church and act as a vehicle to grow God's kingdom, showing the relevance of our Christian faith through sharing our values with communities and spreading work ecumenically.</p> <p>Fundraising is an opportunity for donors to enjoy and be blessed by their involvement in the kingdom work of God.</p> <p>To better promote the work of Transformation Cornwall through a comprehensive marketing programme.</p> <p>To move from a cycle of 1 to 5-year planning to enable Transformation Cornwall to grow with clarity, strength and confidence.</p> <p>To give people the opportunity to contribute and be a part of Transformation Cornwall.</p> <p>Our key target audience people of God in Cornwall who may respond with joy to supporting TC in being Christ's hands and feet and showing the relevance of the church today.</p> <p>Evidence (<i>Ref 1.</i>) showing a high demand for help and support with fundraising plans, monitoring and evaluation, refurbishing or creating new buildings, recruiting and supporting volunteers</p>
	<p>Weaknesses</p> <p>Transformation Cornwall formerly seen as 'just' Meet the Funders or an extension of Truro Diocese.</p> <p>Tendency to do 'all' things in-house.</p> <p>Tendency to work as a complete Board can be time and resource consuming.</p> <p>Lack of finance.</p> <p>Limited communication / publicity / awareness of Transformation Cornwall's work.</p>	<p>Threats</p> <p>Other charities may develop similar work (eg Meet the Funders).</p> <p>Transformation Cornwall's core funding streams may stop / lessen.</p> <p>Capacity of Transformation Cornwall team to respond to needs identified by faith community (<i>Ref 1</i>).</p> <p>Pressure on the work of Faith Communities in Cornwall - Evidence (<i>Ref 1</i>) citing many faith groups needing to raise more funds or having to cut services.</p>
NEGATIVE		

Part B

4. What we plan to do – Our Five-Year Business Plan

4.1 Transformation Cornwall's role in the coming decade

How does Transformation Cornwall envisage helping to make change happen? We see our main role as giving practical support and guidance to faith based organisations, helping them to raise funds and manage projects that will serve their communities and strengthening links between the faith community and mainstream organisations in Cornwall. In order to do so we aim to create a financially viable and sustainable charitable company capable of providing support, networking and funding opportunities to individuals, organisations and communities to deliver faith based social action in Cornwall now and into the future. Transformation Cornwall's Theory of Change (2019) guides our work and the way we intend to deliver the objectives of this Five-Year Plan. It shows that our mission is embedded not only in an evidence-based analysis of the society in which we work, but also a value-based theory of positive change.

4.2 Strategic objectives

Starting from its understanding and assessment of the needs of faith based organisations throughout Cornwall, Transformation Cornwall is working to strengthen both social action amongst other groups and organisations, believing that to ensure real and lasting change no people or groups can be excluded, and its own ability to facilitate such change sustainably.

4.2.1 Service delivery

Transformation Cornwall has set itself three strategic overarching objectives in terms of the service it offers as part of its mission to **strengthen faith based social action** in Cornwall and these form the backbone to our five-year business plan. These are:

- **Meet the Funders Programme: providing innovative conferences and workshops to inform, inspire and strengthen community projects.**
Meet the Funders (MtF) is a year-long programme which aims to support and strengthen social action projects delivered by the Cornish community. Delivered in partnership with the Diocese of Truro and predominately faith orientated, the programme provides conferences and workshops which give networking opportunities, advice and support. The programme organises an annual Spring event with invited local and national funders, and follows with a series of six smaller community workshops throughout Cornwall. These workshops offer guidance on project development and management and an opportunity to share stories of inspirational transformation, celebrating good practice.
- **1:1 work:** with individual churches, faith groups and grassroots organisations in Cornwall. Offering bespoke support and guidance to develop and strengthen social action projects in local communities. This support can include anything from clarifying the vision of a project, developing and maintaining a project team, identifying prospective funders, designing consultation events in communities and organisational governance.
- **Strengthening links: between faith based and non-faith organisations around 6 core themes** (food poverty, homelessness, mental health, financial inclusion, modern slavery & the climate emergency). Encouraging organisations to partner with others on key issues found in their communities and increase the reach and impact of their work. For example, Transformation Cornwall co-hosted a Faith and Mental Health event in October 2019, which brought together organisations such as

Samaritans and Cornwall Partnership Foundation Trust with local faith groups and people with lived experience of mental ill health to raise awareness of and share solutions to mental health issues in our communities [see [Cornwall Faith and Mental Health Resource Document 2019](#)].

4.2.2 Transformation Cornwall organisational strengthening

In order to achieve the actions described above, Transformation Cornwall is strengthening its way of working as an organisation, with the aim of being more transparent, more accountable and better able to attract greater interest and support to its mission and its work. Its strategic objectives for organisational strengthening include the creation of this Business Plan.

4.2.2.1 Governance and accountability

Building on the focus already embedded in its work of sharing case studies of good practice related to its key strategic themes, and using 'Experts through Experience' as speakers and community workshop hosts, Transformation Cornwall will develop this to support a Peer Network or Stakeholder's Forum in order to ensure an on-going process of self-reflection and evaluation of its successes and weaknesses. The Forum will utilise partners and participants in the projects which it has helped to support and is intended to inspire other communities into action. We will take guidance and receive feedback in order to ensure that the Forum works well for all those who are involved in it. The Forum will be formally established during 2020 and meet on an annual basis with regular communication through an interactive shared platform.

4.2.2.2 Financial sustainability

Transformation Cornwall's 2019 operational costs were £46,502 p.a. Its projected budget for 2020 is approx. £62k, reflecting the recruitment to the core staff team of an additional Project Worker. Based on this its Reserves Policy¹ limit is £31,000. To continue the work outlined above over a five-year period to 2025, we therefore plan to:

- i) access £350,000 in total income, at approx. £70,000 p.a.;
- ii) reduce the current annual financial contribution from our Reserves to £0 by December 2021; and
- iii) replenish and build up our Reserves to £31,000 as required under our Reserves Policy by December 2022 or earlier as funding income permits.

These targets will be achieved incrementally through accessing funding from external funding streams together with generating income from a variety of alternative means (e.g. donations and payment for services), including exploring some of the Opportunities highlighted above.

Figure 3 below shows an expenditure/income forecast for the coming five-year period. Our target is to replenish our Reserves by approx. 10% of income each year from 2021.

¹ The Policy is to maintain sufficient Reserves to ensure funds to operate for a minimum of 3 months, and over time to build Reserves up to operate for 6 months (Reserves Policy Statement May 2019).

Figure 3 (i)

Figure 3i below shows an expenditure/income forecast for the 2019-2024 period. Our target is to replenish our Reserves by approx. 10% of income each year from 2021.

	2019	2020	2021	2022	2023	2024	TOTAL 5 yrs.
Expenditure	60,998	61,823	62,658	63,512	64,252	65,244	317,489
Income secured	38,500	33,500	33,500	33,500	33,500	33,500	167,500
Projected	23,526	30,941	40,000	40,000	40,000	40,000	190,941
Balance	-22,498	2,618	10,842	9,988	9,248	8,256	

Reserves	50,638	53,256	64,098	74,086	83,334	91,590	
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Figure 3 (ii)

Figure 3i below was created in January 2022 to show an updated expenditure/income forecast for the period.

Data Source	Actual	Actual	Actual*	Forecast	Forecast	Forecast
Year	2019	2020	2021	2022	2023	2024
Income Secured	59,976	31,190	55,252	87,046	64,127	65,119
Expenditure	47,078	47,922	54,923	59,225	60,000	60,000
Balance gain / (loss)	12,898	-16,732	329	27,821	4,127	5,119

Reserves	47,213.69	30,481.46	30,810.69	58,631.53	62,758.53	67,877.53
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**Pending Year End Review*

Figure 4(i) details the budget (Secured and Anticipated Income against Forecast Expenditure) for 2020. It sets targets for fund-raising and income generation which will be reviewed in the Autumn of 2020 as part of the preparation of the Fund-raising Action Plan for 2021.

Secured and Anticipated Income and Budget 2020

	2020 Budget	Core	Project
B/fwd from 2019	49610		
INCOME			
Secured			
Diocese of Truro	10000		
Cornwall and Isles of Scilly Methodist District	5000		
CUF Grant	15000		
Diocese of Truro: Contribution to Accountancy Costs	1500		
A4A	9971		
Potential			
Diocese of Truro: Funds for Mission	3000		
Others (see list of potential funders)	20000		
Donations			
Total income	64471		
EXPENDITURE			
Project Manager 0.8 Full Time Equivalent	25758	25758	
Project Worker 0.6 FTE	15225	15225	
Admin Worker 0.2 FTE	4801	4801	
Employers NI	3291	3291	
Pensions	1233	1233	
Payroll and Accountancy	2200	2200	
Staff training	500	500	
Travel	3750	1500	2250
Training Materials			
Events / workshops	1500		1500
IT remote Support	954	954	
IT equipment and software		0	
Stationery / post phone	600	180	420
Board expenses		0	
Recruitment	50	50	
Bank Charges	88	88	
Dues and Subscriptions (Bookwhen and GRIN)	200	200	
Governance (Insurance)	712	712	
Sundry Expenses	835	835	
Total expenditure	61698	57528	4170

Figure 4(ii) was prepared by Andrew Warburton on 05/01/2021 and details the budget (Secured and Anticipated Income against Forecast Expenditure) for 2022. It sets targets for fund-raising and income generation.

	2020 Budget	2021 Actuals	2022 Budget
Funds available to TC b/fwd	49,610	30,481.46	30,551.29
INCOME			
Secured			
The National Lottery Community Fund - Awards for All	9,971		
CUF	15,000	-	
Cornwall & IoS Methodist District	5,000	5,000	8,000
Diocese of Truro	11,500	10,000	30,000
Diocese of Truro: Funds For Mission		706.36	-
Cornwall Community Foundation		28,000	28,000
The National Lottery Community Fund - RC South West Region		10,523	21,046
	41,471	54,229.36	87,046
Potential			
Diocese of Truro: fund for mission	3,000		
Other fundraising	20,000	-	
Donations		1,019.31	1,000
	23,000	1,019.31	1,000
Bank Interest Earned	-	3.19	3
Total income	64,471.00	55,251.86	88,049.00
EXPENDITURE			
Project Manager	25758	25,500	27,375
Project Worker	15225	13,500	15,225
Comms and Admin Assistant	4801	4,708	4,801
NIC	3291	2,945	3,300
Pension	1233	889	795.60
Payroll/Accounting	2200	669	300
Accountancy Software	0	252	200
GRACE Project Parish of St Breock in Wadebridge	0	500	-
Bank Charges	88	124	128
Dues & Subscriptions	200	1,227	1,276.29
IT Support	954	1,544	1,605.98
Travel Expenses	3750	951	500
Stationery/post/phone	600	1,236	1,285.89
Training-Staff/Volunteers/Trustees	500	83	200
Events/workshops/Involvement/Community Events & Consultation	1500	219	1,500
Sundry Expenses/Contingency	835	111	150
Governance(insurance)	712	560	582.41
Recruitment	50	-	-
Depreciation	0	162	129.80
Total expenditure	61,697.00	55,182	59,225.16
Actual surplus/(deficit) on year 2021		70	
Balance of Funds Includes balance b/fwd from 2020		30,551	

5. Monitoring and Review of Annual Action Plan and Budget

Transformation Cornwall’s financial year runs from 1st January to 31st December. An Action Plan is prepared each Autumn and used to prepare a budget for the forthcoming year. The costed Annual Action Plan goes to Trustees to approve in January at which meeting Trustees also review expenditure and approve the budget for the year. Annual Accounts are presented and approved at the Spring Trustees meeting (April).

The Fund-raising Sub Group meets quarterly. As part of its role, the Fund-raising Sub Group sets fund-raising targets and reviews the fund-raising and income generation Action Plan to which the organisation and its staff are working. These targets and actions feed into the Key Performance Indicators for staff which are reviewed annually and on which progress is monitored at regular supervision meetings.

Meeting	Date	Purpose	Participation	
Fund-raising Sub Group	Late September	Review Budget and Fund-raising Action Plan for forthcoming year.	Project Manager, two Trustees with Accountancy support, Fund-raiser or Project Worker	
Full Trustees Meeting	October	Agree Budget and Action Plan for forthcoming year	All Trustees, Secretary, Accountant, Project Manager	
Fund-raising Sub Group	January	Review FR Action Plan for reporting to Trustees		
Full Trustees Meeting	January / February	Receive update on FR Action Plan		
Fund-raising Sub Group	April	Review FR Action Plan for reporting to Trustees		
Full Trustees Meeting	April	Receive Accounts for previous Financial Year Receive update on FR Action Plan		
Fund-raising Sub Group	June	Review FR Action Plan for reporting to Trustees		
Full Trustees Meeting	July	Receive update on FR Action Plan Agree targets (Budget/Work) for forthcoming year		

6. Concluding Comment

Following an extensive period of reflection, evaluation and strategic planning throughout 2019, the Trustees have reaffirmed our commitment to maintaining the focus of Transformation Cornwall's infrastructure support and, rather than extending its mission, work to strengthen its ability to provide the service asked of it from the faith community in Cornwall.

Coupled with this is a need to be able to plan for the medium to long-term with our clear Vision of **faith in action at the heart of flourishing communities in Cornwall** and security of funding with which to deliver it.

This Business Plan, coupled with the rest of our 2019 strategic work, is a key step to achieving that goal by setting out our priorities, our annual budget and fund-raising target which will be reviewed yearly and to which all members of the team will work. It is hoped that it will give our funders and prospective funders confidence in Transformation Cornwall's ability to deliver its Mission to strengthen faith based social action throughout Cornwall. We will maintain ourselves as a lean but effective operation, that builds on the integrity, energy and commitment of the Cornish faith community.

References:

1. Civil Society Consulting 2019 Transformation Cornwall: An external review of outcomes and impact
2. Cornwall Council 2013 2011 Census An overview of the headline figures for Cornwall
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Other Useful References

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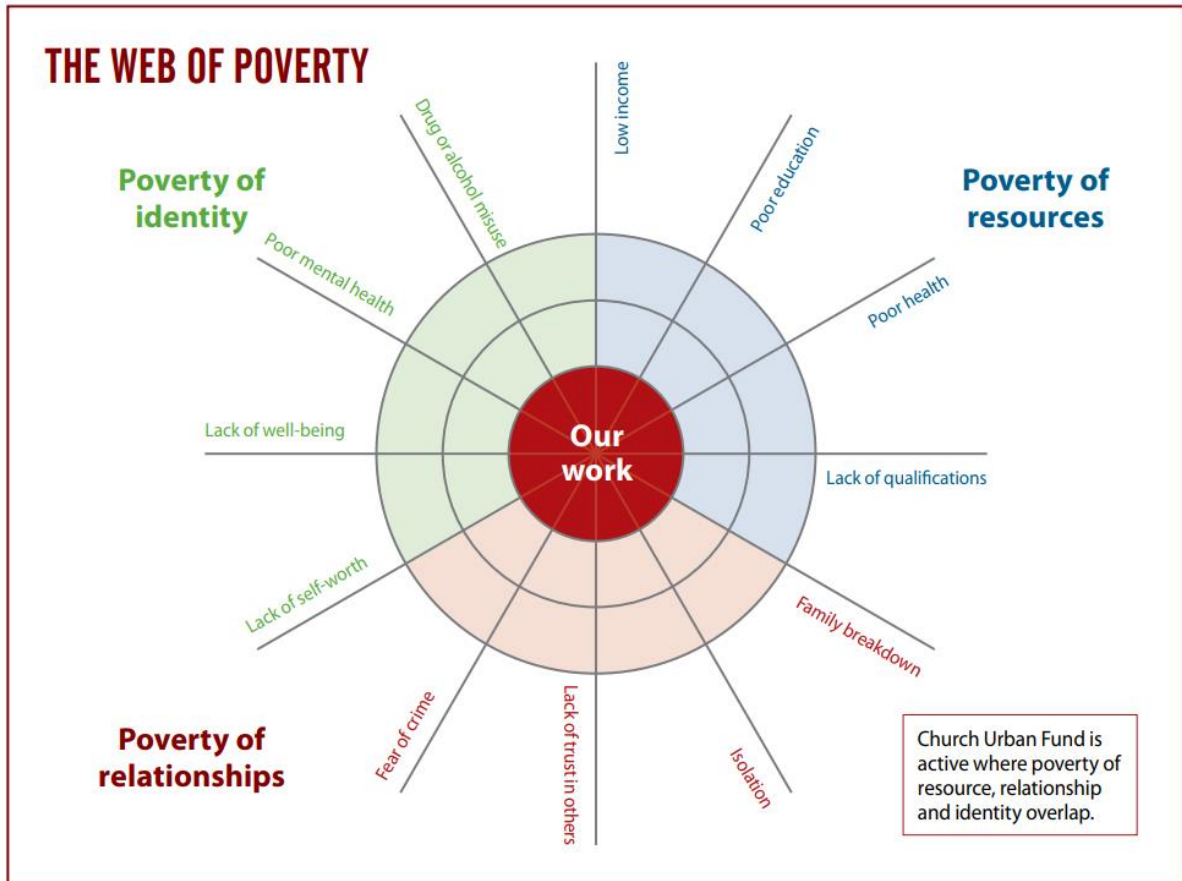
Cornwall Faith Forum (<https://www.interfaith.org.uk/involved/contact/cornwall-faith-forum>).

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Appendices

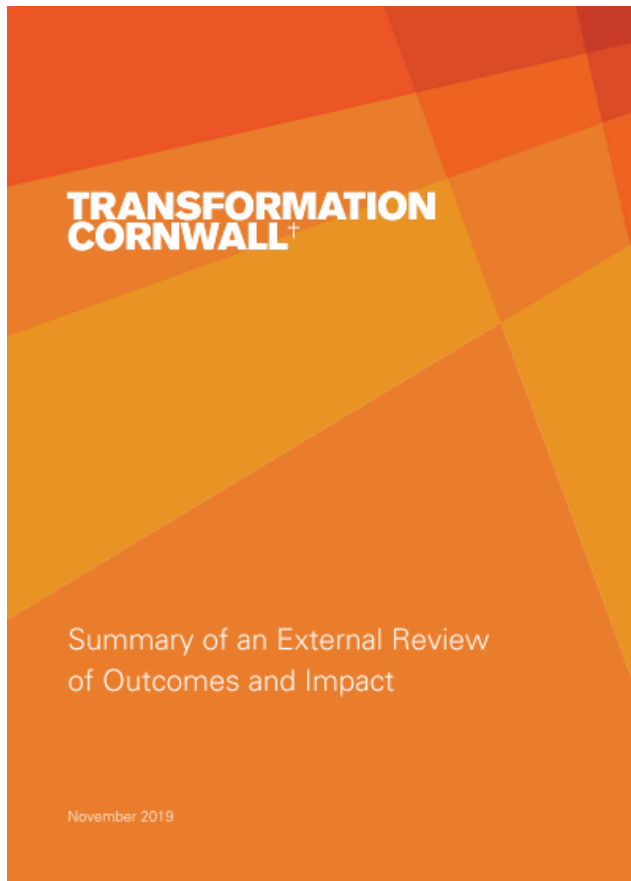
Appendix 1

Web of Poverty Diagram



Appendix 2

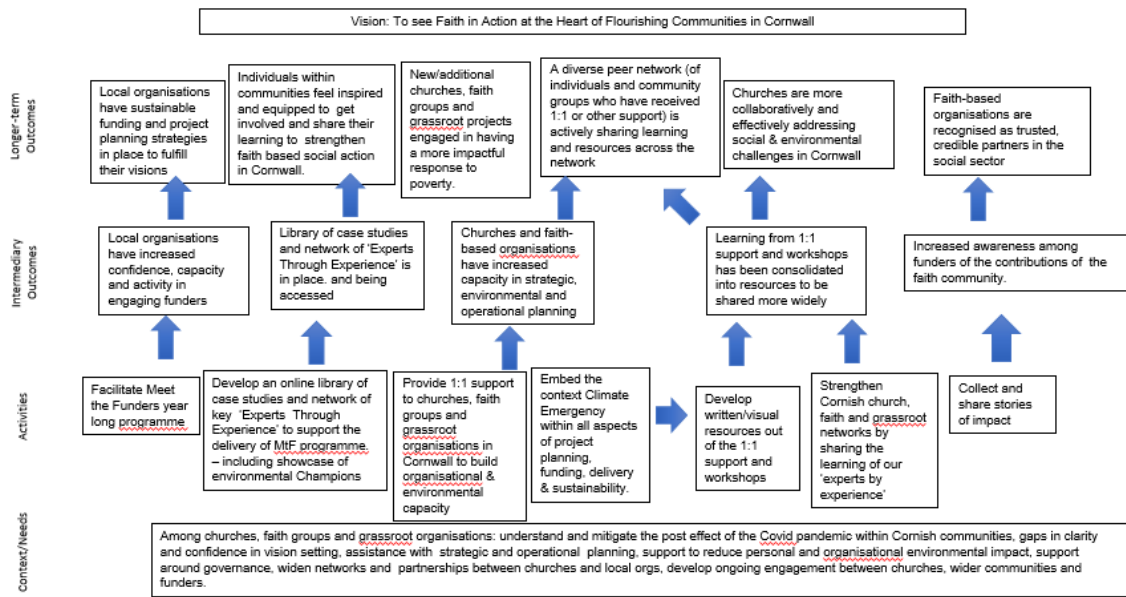
Summary of an External Review of Outcomes and Impact, Civil Society Consulting (Nov. '19)



[Appendix 2 Evaluation Summary.pdf](#)

Appendix 3

Transformation Cornwall Theory of Change



<https://transformation-cornwall.org.uk/resources/transformation-cornwall-theory-of-change>