

# Transformation Cornwall

Strengthening Faith Based  
Social Action in Cornwall



**Civil Society  
Consulting**

An external review of outcomes and impact  
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# 1. KEY FINDINGS

## 1.1 Evaluation outline

**The evaluators** - Civil Society Consulting, a community interest company and an independent, not-for-profit social enterprise.

**The charity being evaluated** - Transformation Cornwall, an independent, ecumenical charity, offering capacity-building support to the local faith sector in Cornwall.

**Scope of the evaluation** - To carry out an external evaluation of the charity's services over the past year, by reviewing internally collected data and carrying out a range of consultant-led evaluation techniques, including surveys and interviews with the charity's beneficiaries and partners.

## 1.2 Key findings of note

Having completed the analysis of information (November 2019), it is clear that 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 a review of the internally collected data**, we learned that Transformation Cornwall:

- **Supported 74 faith-based voluntary and community sector organisations and 100s of congregation/faith group members** who were mobilised, supported or trained to become community activists or connectors, through a wide range of services over the past year.
- **Supported faith groups to directly generate £111,000 of funding** for delivery of social action projects in the past year.
- **Held eight networking events**, strengthening faith groups social action work in communities, including providing faith groups with up-to-date information about funding and how to improve their organisation's provision of social action projects.
- **Reached 1,075 disadvantaged people across Cornwall** through the support and services, which it helped to provide.

**Of the 41 faith groups completing the consultant-led online survey about the benefits of the work, where this outcome was relevant to them:**

- 100% said they are more aware of funding opportunities and have better awareness of the funding application process.
- 90% said their fundraising confidence and skills have improved.
- 89% have submitted more applications to charitable trusts.
- 87% have improved the quality of their services.
- 83% have refurbished their building or created a brand-new building.
- 81% have increased the number of people they support.
- 78% have a workable business plan/strategy document in place.

**The groups were also asked about the needs of the local faith sector going forward.**

Of the 41 faith groups responding:

- The majority said they needed to raise more funds to keep their social action programmes going next year, and most said they would have to cut some or all of their services if this didn't happen.

- Only 32% of groups said they have a fundraising plan in place for how to raise the funds they need and are actively carrying out fundraising activities at this current time, whilst 48% have no clear plan in place.
- Many groups said they will need help with fundraising and other activities – 85% may need help with developing a fundraising plan, 73% help to improve their monitoring and evaluation, 76% help to promote their work, 63% help to refurbish their building/create a new building and 50% help to recruit or train new volunteers.
- 40% of faith groups said they knew of other local faith groups that might benefit from Transformation Cornwall's support, suggesting a large unmet demand exists within the local faith sector for capacity building work.

### **Nine faith groups completed telephone interviews**

- All nine cited the support of Transformation Cornwall as crucial to their success in achieving social impact within their community.

**Eight funders that had supported Transformation Cornwall's Meet the Funders Programme completed a further online survey.** With the exception of a small number of 'Not Relevant' responses, all eight confirmed they had benefited from the opportunity to:

- Network with a wide range of organisations including other funders.
- Inform a wide range of people & groups about their funding schemes.
- Hear about the needs of potential applicants and those they support.
- Learn about how to improve their marketing approach to reach and inform more organisations that might benefit from learning about them.

## **1.3 Selection of comments from interviews from faith groups (Sept '19)**

*'They've been a key partner for us for a long time since the early days of our vision and project. They changed our thinking on how we engage and consult with people. It would have been so easy to lead people, but they helped us actively listen – this has enabled us to maintain a sense of community ownership, so the project feels owned by the community, not the church family.'*

Rev. Jeremy Putnam, Truro Lifehouse 10 10 Project

*'Easy, comfortable, friendly, professional, always there, reliable....I just think they're a great organisation and deserve all the support they can get both in terms of the organisation and in terms of all the people that work there.'*

Maureen Edwards, Ludgvan Church, Murley Hall

*'There's a real place for Transformation Cornwall. They are the key organisation developing the faith sector. If there was more of them, they could do more. But they do a fantastic job in that respect and no-one else does.'*

Pat Walton, The Oasis Centre



## 2. INTRODUCTION

### 2.1 Faith sector context

According to the charity, Cinnamon Network, which surveyed 3,003 churches and other faith groups in the UK in 2016, nearly two million people from faith groups - the vast majority of them volunteers - give at least 30 million hours a year to projects like food banks, drop-in groups, debt advice, family support, employment coaching and temporary accommodation. This is the equivalent of £3 billion worth of time contributing to social projects. The research concluded that this work is making a major contribution to filling the widening gaps left by sweeping government cuts across the country. Cinnamon Network found that the people who are most in need of help from faith groups are people experiencing significant difficulties and disadvantage in their lives and many of those groups responding were from more deprived areas across the UK.

### 2.2 Locality context

Cornwall is very much in this 'deprived area' bracket, despite its many beautiful beaches and picturesque coastal towns and villages, like Port Isaac and Padstow, and the popular image of the area as an idyllic summer-time holiday destination. This is partly evidenced by the county's latest Index of Multiple Deprivation ranking for 2019, which places it as the 83rd most deprived out of 317 local authorities.

But even this average score, just on the cusp of being inside the worst 25% of areas nationally, masks the harsher truth of the stark divide between those living in the more affluent tourist areas and the more impoverished life led by many local people, living in the rest of the county. Indeed, Cornwall's level of deprivation is perhaps better illustrated by the fact that in 2019 the county continues to have 17 neighbourhoods in the top 10% most deprived areas in England, whilst the number of neighbourhoods from Cornwall that are ranked within the top 30% least deprived areas in England was 21 in 2019, up from 16 in 2015.

Figures compiled by Reach plc's Data Unit in 2019 provide a further illustration of these points, showing that the county is more deprived than the rest of Britain when it comes to living environment (such as quality of housing), access to services, employment, income and health.

This view is also echoed by research in Vital Issues 2017 (Cornwall Community Foundation), which concludes that Cornwall is in the 80% worst performing comparable areas, based on mean average wage, whilst outstanding personal debt in Cornwall amounted to £14 billion in 2014, almost 50% higher than Cornwall's annual economic output figure. 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 lowly in terms of deprivation – the county is actually among the 50 poorest regions in the whole of Europe.

Alongside this deprivation, and in many places compounding its negative impact, the government's decade-long austerity programme has led to 100s of millions of pounds worth of public service cuts in Cornwall, further undermining the already limited public service provision within the county. In fact, Cornwall became a unitary authority just as austerity was kicking in and during its first 10 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.

Already inadequate public transport is now even worse than before and in a large, mainly rural county, this has made access to the limited range of public and, sometimes, private sector services and jobs even harder. Mental Health services for children and young people are particularly underfunded and many other services have been slashed to the bare bones, with the limited number of charities and faith groups that work within the county doing their best to respond to the growing needs, which the increasingly disadvantaged local population have been experiencing.



## 2.3 An introduction to Transformation Cornwall

Against this backdrop, Transformation Cornwall has spent the past nine years providing a wide range of services and support to strengthen the response of Cornwall's faith sector in responding to many of the increasing social needs, which exist within their local communities. Transformation Cornwall is an independent, ecumenical charity, set up by the Church Urban Fund, the Diocese of Truro, the Cornwall and Isles of Scilly Methodist District and Churches Together in Cornwall, as part of the Church Urban Fund's Joint Venture programme, which is an England-wide initiative with 21 organisations offering support to their local faith sectors within the most deprived localities in the country.

However, in terms of delivery, Transformation Cornwall is somewhat atypical of its 21 peers, with its focus very much on hands-on, direct capacity-building for local faith-based organisations so that they can deliver their own social action programmes for people experiencing disadvantage in their local communities right across Cornwall. The organisations supported by Transformation Cornwall are mainly churches, spanning a wide range of Christian denominations but also includes groups supporting other faiths.

To provide this support, Transformation Cornwall takes a very structured approach and uses a range of tried and tested interventions, assisting faith groups to tackle local issues by:

- **Providing conferences and workshops giving networking support and information through our 'Meet the Funders' programme.** This innovative programme, offers badly-needed support to faith groups by connecting people with peers and connecting local, national and regional funders with faith groups that are seeking funding for social action projects.
- **Supporting individual faith groups through a 1:1 support programme,** which seeks to inspire, inform and signpost groups to develop and achieve their vision. This may include support with funding, governance, developing community support or a whole raft of other areas of activity.
- **Strengthening links between faith-based and mainstream organisations** to maximise the potential impact of both sectors and ensure fewer people experiencing disadvantage locally fall through the gaps in provision.



Christmas community event for local people, including those who are isolated, housebound, elderly or disabled at the Oasis Centre

# 3. EVALUATION CONTEXT

## 3.1 About the evaluators

The consultancy for this assignment is called Civil Society Consulting CIC. The organisation is an independent, not-for-profit social enterprise, which started life a decade ago (initially launching under a different name – Big Society Consulting CIC), set up by former front-line workers and managers in the charity sector, Mark Ereira-Guyer and James Baddeley, supported by design expert, Jordan Blyth, and a number of other part-time team members, with expertise in social media, web-design and back office support.

The consultancy aims to build community cohesion, individual skills and talents, particularly with those working in some of our most socially deprived and diverse neighbourhoods – and seeks to better the lives of people facing, what can often seem like, intractable problems. It works to build individual and organisational capacity, through focusing on governance, income generation and sustainability and trying to capture the enthusiasms and energies of individuals, finding solutions and grasping the assets that people all possess.

The CIC's support is delivered through expert training and mentoring that encourages and supports individuals and members of community groups to become community activists and fundraisers – finding a voice in shaping local services and increasing their ability to meet the needs of the disadvantaged communities they care about. The consultants support groups and organisations across a range of inter-linked areas of business planning and income generation to build their capacity.

### Clients have included:

- **Ipswich and Suffolk Council for Racial Equality** (evaluating work and securing two 3-year funding tranches from National Lottery).
- **Greater Cambridge Greater Peterborough Local Enterprise Partnership** (providing outreach into voluntary sector and initiating new £1m LEP Prize Challenge).
- **Blackpool Queens Park Residents** (evaluation, community consultations and securing £498k of Lottery funding).
- **Peterborough Asylum and Refugee Community Association** (capacity-building support, help to secure a £175k Lottery grant and several evaluation reports).
- **Barking and Dagenham Somali Women's Association** (community cohesion capacity-building, evaluation work and securing a significant £175k Lottery grant plus Children in Need and Home Office funding).

We have also managed some significant and ground-breaking partnership projects – **Stronger Together** and **Portuguese Roots**.

<http://strongertogether-uk.org/community%20hubs.html>

<http://www.portuguese-roots.org>

In terms of added value and outputs:

- We have helped generate **over £7 million** of funding for community projects across the UK.
- We have donated **305** days of our time over on a pro-bono basis.
- We have advised and set up **19** new Community Interest Companies.
- We have trained **26** people to become 'Fiery Spirits' - local community activists.

## 3.2 Evaluation objectives

In Summer 2019, the consultants were employed by the Church Urban Fund to carry out a consultancy assignment focused on the following two objectives:

- (i) To assess the value and impact of infrastructure support and local capacity-building, which Transformation Cornwall delivers through an examination of the extent to which the organisation achieved the outcomes identified in its 'Theory of Change'. (These are presented below and overleaf and also in Appendix One - Transformation Cornwall - Theory of Change for).
- (ii) To identify gaps in provision and advise Transformation Cornwall on how it might plan to effectively meet these gaps in the short, medium and long-term.

### **Longer-term outcomes for Transformation Cornwall**

Taken from the Transformation Cornwall Theory of Change, the key long-term outcomes are as follows:

- Local organisations have sustainable funding strategies in place to fulfill their visions.
- A peer network of network (of individuals and community groups who have received 1:1 or other support) is actively sharing learning and resources across the network.
- Churches are more collaboratively and effectively addressing social challenges in Cornwall.
- Faith-based organisations are recognised as trusted, credible partners in the social sector.

### **Intermediary outcomes for Transformation Cornwall**

Also, taken from the charity's Theory of Change, the key intermediary outcomes are as follows:

- Local organisations have increased confidence and capacity in engaging funders.
- Churches and other faith-based organisations have increased capacity in strategic and operational planning.
- Learning from 1:1 support and workshops has been consolidated into resources to be shared more widely.
- Increased awareness among funders of the contributions of the faith community.



### 3.3 Evaluation methodology

In order to conduct the evaluation, a number of approaches and methods were adopted. Firstly, an evaluation framework was devised and agreed with Transformation Cornwall, and from this the methods employed by the consultants to conduct this evaluation included:

- Desk research and oversight of Transformation Cornwall's own in-house monitoring and evaluation.
- Production and administration of an on-line Survey Monkey® aimed at beneficiary faith organisations to gauge their views about the services they have accessed, their views on the future needs of the faith sector in Cornwall and how well placed they feel Transformation Cornwall is to respond to these – completed by a sample of 41 beneficiary organisations that had accessed the charity's services in the past three years.
- Production and administration of an on-line Survey Monkey® survey aimed at funder organisations – completed by eight funders that have attended the Meet the Funders Main Spring event.
- Conducting telephone interviews with a sample of nine beneficiary organisations that had received more intensive 1-1 support from Transformation Cornwall in the past three years.



A community wellbeing arts workshop at the Oasis Centre

# 4. EVALUATION FINDINGS

## 4.1 Findings from internally collated data collection

Part of the process of analysis and assessment of the charity involved the collation and review of the internally collated data. This is collected by staff and volunteers on a regular basis and consists of records of:

- Projects and activities Transformation Cornwall runs, or helps to run.
- New projects and activities the charity sets up or helps set up.
- Current partnerships the charity continues to support.
- New partnerships the charity helps to develop.
- Workshops/training sessions the charity delivers or supports.
- Major events the charity delivers or supports.
- Information-sharing presentations about faith community work given by the charity, including stories of social change.
- Fundraising applications made by beneficiary groups, following advice and support from Transformation Cornwall.

This information is then combined together and provides the material for the production of quarterly monitoring reports. From reviewing this data for the past year, we can see that the charity:

- **Supported 60 projects in some way**, e.g. by helping them to set up or deliver services, seek or secure funding, improve the way they operate or plan for growth.
- **Delivered eight major events** for the faith sector in Cornwall to inform and advise attendees.
- **Worked closely with 74 faith-based voluntary and community sector organisations in Cornwall** and 100s of congregation/faith group members who were mobilised, supported or trained to become community activists or connectors.
- **Supported faith groups in Cornwall to secure £111,000 of funding** to help them to deliver social action projects and services.
- **Reached 1,075 disadvantaged people across Cornwall** through the support and services, which they helped to provide.

In addition, Transformation Cornwall carries out regular reviews of its 'Meet the Funders' events with both faith groups and funders. The last review with funders took place in 2018. The findings showed that significant benefits were being experienced by those funders attending, with the following data emerging:

- 100% of funders said they either found attending the sessions to be Excellent or Good.
- 86% of funders said they either found attending the networking lunch to be Excellent or Good.
- 86% of funders said they benefited from the opportunities to promote and discuss their work.
- 86% of funders said they benefited from the chance to meet groups and answer 1-1 questions.

Funders attending the programme also provided comments about their experiences. Examples of these include the following:

*'From our point of view as local funders, it is nice to discuss projects on a one to one basis and hearing about the needs of the County. Carrying out a presentation also saves time and resource for our organisation as we can reach a large target audience as opposed to individual enquiries.'*

*'I thought the format of presentations followed by workshop/1-to-1 sessions worked really well.'*

Funders attending the programme also provided suggestions of developing the event. Examples of these include the following:

*'Offer of pre-booked 1:1 sessions would have helped those with focused questions.'*

*'Good turnout. It would be nice as a funder to have a delegate list with organisation name and website details in advance which would help tailor presentations and conversations.'*

## 4.2 Summary of survey findings with faith groups

As part of the evaluation process, the consultants, working closely with Transformation Cornwall, devised a survey to be sent to faith groups that have used the charity's services. A decision was made to send this via Survey Monkey® to all organisations that had accessed the charity's services in the past three years – a total of 41 faith organisations completed the form.

The following key findings were identified:

➤ **The faith groups completing the survey listed a range of social action activities that they engage in, including:**

- Health and wellbeing activities
- Family groups
- Keep fit
- Disability groups
- Community events
- Coffee mornings
- Food banks and meals for people experiencing financial hardship
- Singing groups
- Groups to combat loneliness
- Older people's groups
- Youth work
- Arts projects

**Most groups usually only had one or no paid staff member**, only a few had more than this, including two very large, atypical groups with a national footprint and reach.

➤ **The average number of unpaid volunteers involved in each group was 26** (with the exception of two very large, atypical groups with a national footprint and reach).

➤ **The average number of people who use their group each year was 1469** (with the exception of two very large, atypical groups with a national footprint reach).

- **The faith groups who completed the survey were extremely positive about the benefits of the work carried out by Transformation Cornwall.** Once the findings were adjusted by removing the 'Not Relevant' responses, we learned that:
- 100% of faith groups are now more aware of funding opportunities with charitable trusts and foundations.
  - 100% have improved awareness of the funding application process.
  - 93% have improved their reputation for delivering services.
  - 93% think the range of people they support, in terms of the issues they experience, has broadened.
  - 90% believe that their fundraising confidence and skills have improved.
  - 89% have submitted more trust/foundation applications.
  - 88% have improved their existing services/activities.
  - 87% think that the quality of their services has improved.
  - 85% believe they have influenced the development of local policy and services relevant to disadvantaged people they support and raised awareness of the contributions of the faith community.
  - 83% have refurbished or created a new building.
  - 82% believe their management/management systems have improved.
  - 82% are more up to date about local issues, policies and matters relating to the faith sector in general.
  - 81% believe that the number of people they support has increased.
  - 80% said their governance has improved.
  - 78% have a workable business plan/strategy document.
  - 78% feel their recruitment/training of volunteers has improved.
  - 78% have a plan to 'earn' income, e.g. room hire.
  - 73% believe their HR, policies and/or procedures have improved.
  - 73% have developed other fundraising approaches, e.g. corporate, legacies, high net worth, community or committed giving.
  - 71% have set up new services for people in need.
  - 70% are more aware of/have submitted more tenders.
  - 67% have improved their monitoring and evaluation.



- 67% have a sustainable fundraising plan/strategy.
  - 63% said their marketing and communications have improved.
  - 58% have engaged more fully with other people and organisations across the Faith or VCSE communities.
  - 54% said they have now increased their income.
  - 50% have successfully dealt with constitutional matters.
- Comments from groups included the following:

*‘Since the improvements have been made to our building, we now have even more community groups meeting on our premises.’*

*‘The act of fund raising itself has lifted our profile.’*

*‘Building confidence by helping us to establish very firm foundations. Providing up to date information on a wide variety of topics. Being supportive and non-judgmental when things haven’t always gone right.’*

- **When asked to explain more about the benefits of the work to their group, there was generally high praise from those consulted.** The over-riding message was that the work of Transformation Cornwall has been hugely influential to the development and progression of their social action efforts.

However, it was also clear that the approach taken by Transformation Cornwall is extremely flexible and responsive to each beneficiary group’s own particular circumstances. It seems that the social action programmes of some of the faith groups consulted were in their infancy when Transformation Cornwall began working with them and, where patience and a gentle, supportive hand were required over a number of months or even years, this is what was provided. In other cases, more established groups have needed help with making a step-change in their social action work, often requiring charitable funding to enable this to happen, and in these circumstances, the support appears to have been exactly what they wanted, with help to plan and apply for funds, with numerous examples of fundraising support and success provided to illustrate this. Some of the comments made include the following responses:

*‘Making us aware of more potential funding sources.’*

*‘Developing confidence in bid writing and where to access information.’*

*‘The support and information received has allowed us to successfully apply for Lottery funding which gives us the funding to expand our services beyond Saltash and we are currently developing activities for Looe. This means we can support more older people to live later life well.’*

*‘We would not be as effective as we are without the support Transformation Cornwall has given us. Without doubt it was their help that resulted in us winning the Silver Award last year in the Best Rural Project in England from the Christian Forum.’*



- **Transformation Cornwall was recognised as providing an important service supporting faith groups in Cornwall.** Only 9% of groups had received help from other generic support organisations in the area in the past, with that support generally being characterised as very local in nature and minor in terms of its impact.

## 4.3 The need for Transformation Cornwall in the future

As well as asking the 41 faith group survey respondents that already use Transformation Cornwall's services about their experiences of receiving this support, we also asked them a series of questions regarding the issues facing the faith sector in relation to social impact work and the ongoing need for Transformation Cornwall's services going forward. The overarching message they provided in the survey in this regard was that disadvantage, deprivation and need are increasing in Cornwall in particular, yet support available to those experiencing it is declining. Faith groups therefore have a big role to play and help fill this gap but it was made clear by respondents that despite the undoubted enthusiasm, goodwill and potential, which each of these has, they will need specialist help to do this, with a shortage of skills and know-how cited by most groups in relation to at least some important aspects of how to make the social action plans they have happen.

Transformation Cornwall is seen as a key provider of this support across a wide range of inter-linked capacity-building areas, particularly in relation to business-planning, project-planning and management, fundraising-planning and action, monitoring and evaluation, marketing and volunteer recruitment and support - an enabler of social action and a trusted partner within the local faith sector. Key findings from this part of the survey were as follows:

- **When asked about the biggest issues facing the local faith community in terms of social action in the next few years, to counter the rise in social issues in increasingly deprived and divided communities,** faith groups regularly cited the challenge of securing funding, finding a sufficient number of volunteers and of making adaptations to faith buildings to meet more general community needs as high priorities. Responses made included the following:

*'Overwhelming need compared with resources.'*

*'Ageing volunteers, fewer wanting to volunteer as people are encouraged to working longer and be less community focused and fewer funding streams.'*

*'Encouraging younger people to get involved as we're an ageing community.'*

*'Avoidance by many organisations to support faith projects.'*

*'It would seem that the biggest problem for many faith groups coping with expensive and outdated buildings. the challenge is to provide fit for purpose modern premises.'*

*'Rural isolation for those with visible or invisible disabilities/ for young people. Training for young people both domestic/health and work related. Social activities for all ages. Building stronger community cohesion and support for each other within our villages.'*

- **When asked how much funding their group needs to raise for their social action projects before 2022, most needed relatively modest sums compared to many mainstream VCSE organisations.** However, a handful were fundraising for large, mainly capital projects:
  - 24% of respondents said they need below £10,000.
  - 12% of respondents said between £10,001 and £50,000
  - 24% of respondents said between £50,001 and £500,000
  - 12% of respondents said between £500,001 and £900,000
  - 4% of respondents said over £900,001, and
  - 24% said Other
- **Unfortunately, when asked what would happen to their group's efforts to contribute to social action if it doesn't get all the funding it needs,** most said they would have to make at least some cuts to their level of activities/support, showing how difficult many of them find it to remain afloat, even where their funding requirements are modest. Key statistics were that:
  - 23% of respondents said they will have to cut our activities/support a little bit (e.g. up to 20%).
  - 19% of respondents said they will have to cut our activities/support quite a lot (e.g. between 20% and 50%).
  - 19% of respondents said they will have to begin shutting their activities/support down (e.g. over 80%).
- **Critically, a number of groups reported having sufficient capacity or plans in place to raise the funds they need.** The most notable statistics were that although 32% of faith groups said they have a fundraising plan in place for how to raise the funds and are actively carrying out fundraising activities at this current time, 48% have no clear plan in place.
- **In fact, 61% of groups confirmed that in the next year, they will need help to develop a sustainable plan for fundraising** and to raise funds they urgently need, whilst 23% said they may need help – 85% of groups in total! *Without this help, some groups will have to cut their social action support or cease delivery altogether.*
- **And in terms of capturing evidence of success to show funders and other stakeholders how they have helped people deal with problems,** 23% said they have evidence, whilst 73% indicated that their group is likely to need support to improve the monitoring and evaluation of their social action work in the near future.
- **Alongside this lack of evaluation evidence,** just 38% of groups said they produce an impact/annual report about their work and 76% indicated that they will definitely or potentially need help to promote their work in the next year.
- **Groups were also asked about the other support needs, which they are likely to need in the next few years,** and a wide range of further areas was selected, indicating just how unique the capacity-building journey is for each local faith group:
  - 63% believe they will need help to refurbish their building/create a new building.
  - 50% feel they will need help to recruit and/or train new volunteers.
  - 46% said they will need help to get involved in new partnerships and possible joint funding bids.
  - 38% said help to create or set up new services or activities for people in need.
  - 29% said help to create a business plan.

➤ **Examples of the kind of support they might need included:**

*'Our greatest need is for funding to either refurbish or rebuild our church hall, depending upon the results of the structural survey, which will help us decide which is the best solution for the Hall's future. We will need to have a plan and a strategy to help our fundraising as at present we have very little funds in our church hall account.'*

*'We have a very solid foundation in these areas but feel that we can always improve, and that we should have external people looking at our work as they are likely to be more objective.'*

*'Running tasters for churches in Cornwall and helping us to connect with churches involved with disadvantaged families. [We] do not feel that we are impacting the key areas sufficiently. [We] have run 1 taster in the county so far and would like to run another this Autumn in readiness for SW training in 2020.'*

- **40% of groups that had received support from Transformation Cornwall responded that they knew of other local groups that might benefit from Transformation Cornwall's support, suggesting a large unmet demand exists for within the local faith sector.**



## 4.4 Summary of survey findings with funders

Local and national funders, work closely with Transformation Cornwall mainly through Transformation Cornwall's joint work with Truro Diocese on the 'Meet the Funders' programme. The Meet the Funders Programme launches in March of each year with a large conference for approximately 100 local people developing social action projects in their communities and offers them the opportunity to hear directly from funders and peers about how to fund and develop their work. The main Spring conference is then supported throughout the year with six smaller follow up workshops in Cornish communities exploring issues in more detail.

In order to evaluate the effectiveness of Transformation Cornwall, learning about the views of some of these funders is also very important. To do this, a consultant-led survey was prepared using Survey Monkey® and sent to all funders that had attended the charity's 'Meet the Funders' events in the past three years. A total of eight funders completed the survey (32% of those who had supported in this way – a sizeable sample).

All eight respondents indicated that they felt the programme provides an excellent forum for them to engage with front-line groups from the faith sector that are seeking funding for social action initiatives. Key findings from this survey are as follows\*:

### 1) When asked to explain how they feel their organisation benefited from 'Meet the Funders':

- **100% said they had benefited from opportunity to:**
  - o Network with a wide range of organisations.
  - o Inform a wide range of people and groups about their funding schemes.
  - o Learn about other funders and funds.
  - o Hear about the needs of potential applicant organisations and the people they support.
  - o Learn about how to improve their marketing and communications approach to reach and inform more organisations that might benefit from learning about them.
- **88% said they had benefited from opportunity to:**
  - o Get ideas about how they might develop new funding schemes to fit with the needs/concerns of grassroots organisations.
  - o Get ideas about how they might alter existing funding schemes to respond to changes in the landscape as they emerge.
- **83% felt they had benefited from opportunity** to get ideas about how they could change their application process to make it easier and more accessible.

(\*A small number of 'Not Relevant' responses were removed from the calculations to get a clearer overall picture of the findings)

2) When asked to explain more about the benefits of being involved with Meet the Funders, the following responses were provided:

*'Good opportunity to meet other organisations and promote our funding programme. The event was held in a good central location with plenty of space, although access may have been hampered to the workshops upstairs.'*

*'It allowed us to reach a lot of potential grant applicants from Plymouth and West Devon and to spend a day working with colleagues from Cornwall'*

*'It makes sure that the churches in Cornwall are aware of what we do and where we can be contacted.'*

*'It was important to see how other organisations were working, and very important to meet those people who required funding.'*

## 4.5 Telephone interviews with faith groups

Telephone interviews were held with a sample of nine faith groups that had received more intensive one-to-one support from Transformation Cornwall in the past three years. These groups were varied both in terms of where they are geographically located in Cornwall and also in terms of the purpose and remit of their social action activity.

All of the groups were very complimentary about the support they had received and cited it as crucial to the progress they had made. The patience of the support and its flexibility in terms of responding to both their own particular needs, as well as the often extremely protracted project development by the groups, often taking a number of years to move things forward, was just as highly valued as the expertise provided.

All of the nine groups benefited but a selection of four interviews are presented below and overleaf to provide a flavour of the types of support given and of the benefits this has generated (the remaining five interviews are presented in Appendix Two):

**(i) The Oasis Centre** – central Cornwall – Oasis has excellent local and national recognition for its work with isolated people in St Columb parish, supporting vulnerable or housebound people, including those who are isolated, infirm, disabled or elderly through their wellbeing café and outreach services.  
<http://www.oasiscentre-cornwall.org.uk/>

**One of the founders of Oasis, Pat Walton said that** Transformation Cornwall had played a vital role over a number of years in helping the group to develop in significant ways, initially to get funding to set up the Oasis Centre and then with other areas of development.

*'Advice and help with things like managing, recruiting trustees and they helped train our trustees. They also helped us understand how to run a project and very importantly they have helped us know where to go to get funding. Meet the funders meetings have been great. Through one of these we got a £30,000 grant from Joseph Rowntree Foundation and they helped with this application. More recently they helped us get £36,000 from the Rank Foundation. Not only did they help with particular funding bids, but they also helped us develop a fundraising strategy and to look long term. They've helped us make a three years plan. They just have really constructive ideas.'*



**According to Pat, the main differences the support has made are as follows -**

*'They (i) Enabled us to be responsive to the community's needs and issues and to access some of the funding needed to do this; (ii) Provided our board with lots of support and help so that it could develop and improve; (iii) Provided an external view of whether we've met different funders' aims. There are little ways too, like attending our annual meeting and speaking and giving an objective view.'*

**Overall thoughts about Transformation Cornwall –**

*Absolutely excellent. It's just been so constructive. Sometimes you're stuck on something and you can have a meeting with Jane and after that you have new ideas and can see the way forward.'*

**Impact of Transformation Cornwall on your service users –**

*We were only starting off with a coffee morning and with their support we are now a £26,000 turnover organisation meeting the community's needs.'*

**Pat indicated that Transformation Cornwall are unique in the support they provide –**

*Nobody to the same effect. We do link with Volunteer Cornwall and Age UK. But the type of support Transformation Cornwall gives is different and no one else gives the type of level of support that they give.'*

**Moving forward, Pat believes there is an ongoing need for faith groups and for Transformation Cornwall's support to help them –**

*'There's a real place for Transformation Cornwall. They are the key organisation developing the faith sector. If there was more of them they could do more. But they do a fantastic job in that respect and no-one else does. We have spoken to several people who've asked us for help, and we've said go to Transformation Cornwall, but they can't give the time needed to everyone with the limited resources they have. We wouldn't be where we are without them because they've got specialist knowledge that I haven't got, and I've been in the voluntary sector for years. Having Transformation Cornwall improves the functioning of the voluntary sector as a whole. I hope things work out for them because they really are an incredible organisation. But, recently we've had a lot of issues with modern slavery and immigration issues. They could do a lot more in these areas if they had the capacity.'*

**(ii) Truro Lifehouse 10 10 Project** – a £1.9 million redevelopment of an urban church community space into Truro Lifehouse community hub. Transformation Cornwall is in regular contact with all of team and has been since the vision developed in 2016. Some large pots of funding have been secured and a very recent (November 2019) award of £612,000 had just been secured from Cornwall Council. <https://www.asht.org.uk/the-10-10-project.html>

**Rev. Jeremy Putnam said that** Transformation Cornwall had supported Truro Lifehouse for some years but that recently the level of their support had been immense.

*We've been supported by Transformation Cornwall for quite some time as a church. Aside from all the community events they do, like funding workshops, mental health and faith training day etc, but more specifically to us as a church, they've been a partner in the Lifehouse project. Designing a building for people with mental health issues, learning disabilities, dementia and other barriers to social inclusion and opportunities. They've been a key partner for us for a long time since the early days of our vision and project. Early on they were a key help in consulting people, helping us understand how to do this properly - they didn't do it for us but they gave us the guidance tools and resources so we could do it really well ourselves.*

*'We felt enabled to do it by them and it was more of a hand-holding exercise, for which we were grateful. They have provided that assistance all the way through the project. From design to construction, Jane checks in all the time to see how they can help. What has been really helpful too is that a Transformation Cornwall trustee, who has a great deal of property development experience has supported us. He has attended meetings with the architects and engineers and has been a huge help.'*

*'They also helped us with funding - they helped us write a fundraising strategy, identify funders to approach and so on. Importantly, they never wrote an application for us and made it clear that was not their role but helped us think about it, plan it and reviewed and fed back on our drafts, which ultimately has helped us become better and more capable of doing them ourselves in the future.'*

**According to Jeremy, the main differences the support has made are as follows -** 'They (i) Changed our thinking on how we engage and consult with people. It would have been so easy to lead people but they helped us actively listen – this has enabled us to maintain a sense of community ownership so the project feels owned by the community and not the church family; (ii) Helped us plan our strategy development and fundraising and enabled us to think differently about how we do this; (iii) Encouraged us not to chase cash but to identify funders whose mission chimes well with that's of our project and this has been great.'

#### **Overall thoughts about Transformation Cornwall –**

*'Very supportive, a sense of being accompanied on our journey. They never took control but were a critical friend at times when we needed them and supported and encouraged us all the way.'*

#### **Impact of Transformation Cornwall on your service users –**

*'Difficult at this stage as the project is not complete but regarding the consultation and community listening, they've been great and that has clearly been of benefit to our service users as this is their project.'*

#### **Jeremy also indicated that Transformation Cornwall are unique in the support they provide –**

*'Volunteer Cornwall help equip volunteers, but I don't know much about them and think it's mainly about statutory training like safeguarding etc. Cornwall Community Foundation are mainly a gateway for funds, but they don't properly help organisations in other way. Their support is nothing like Transformation Cornwall's.'*

#### **Moving forward, Jeremy believes there is an ongoing need for faith groups and for Transformation Cornwall's support to help them –**

*'Scale of need – how great it is in Cornwall – not just material poverty but the amount of social isolation and concerns about mental health, especially of those people who are socially isolated. I don't think churches have quite realised the level of need or how to address it. The more I learn about these concerns in my community the more I feel challenged and upset about not being able to do something about it. I feel people are looking to churches and faith groups to do something but sometimes were not sure what to do or how to do it.'*

*'There is a lot of need within our community that could be responded to by faith groups but the support they need is way more than Transformation Cornwall can address as they don't have the capacity to support all. But they respond well to those who ask for help. If they could double their officer hours that would pay off really well.'*

**(iii) Ludgvan Church: Murley Hall -** Transformation Cornwall supported the church community room redevelopment project (Murley Hall) – from development, consultation and fundraising to a successful, well used community space for community events.

**Murley Hall Development Group member Maureen Edwards said that** Transformation Cornwall supported the project for over 5 years [to fruition], and was still there to help.

*'It's been terrific. I was first in touch with them about five years ago when I wanted to apply for grants for our church hall. I was put in touch with [the then Project Manager] Debbie Croucher. On a personal level, she was hugely supportive, and gave me some leads which led to us securing money beyond our wildest dreams. They helped me complete grant applications. Debbie also sat on our working party and was always there to give help and advice.'*

*'We didn't know where to start regarding funding for refurbishment for £60,000. Transformation Cornwall's role was encouragement, they said don't be afraid of it, there's a lot of money out there to tap into. They helped us access c.£50,000 of this.'*

**According to Maureen, the main differences the support has made are as follows -**

*They (i) Helped us with the refurbishment of the church hall; (ii) Allowed us to think of other little projects we might do that we could get funding for; (iii) Provided us with an amazing source of information that we know we can tap into. We know they will always be there to make a difference and that has made a difference to us.'*

**Overall thoughts about Transformation Cornwall –**

*'Easy, comfortable, friendly, professional, always there, reliable.'*

**Moving forward, Maureen believes there is an ongoing need for faith groups and for Transformation Cornwall's support to help them –**

*'More for people who are homeless – huge resource in buildings that are not occupied a lot of time. We should seek to use those more. I expect Transformation Cornwall are stretched. But they've never shown signs of that to their credit I suspect they can see a great need out there and would want to do more. They're great communicators, they run workshops. Hard to think how they could do better. I just think they're a great organisation and deserve all the support they can get both in terms of the organisation and in terms of all the people that work there.'*

**(iv) Cornwall Faith Forum** - Transformation Cornwall works closely with Cornwall Faith Forum (CFF). In Spring 2019, Transformation Cornwall provided a complete overview and development of the CFF Volunteer procedures. This was of particular interest to the CFF Refugee Link Project (that CFF run with partners under a Cornwall Council contract). The work included development of a volunteer handbook (that was 'rubber stamped' by Volunteer Cornwall – another partner in the development of the Refugee project). <https://dorkemmyrn.org.uk/refugees/>

**Rita Stephen suggested how the support from** Transformation Cornwall had assisted them greatly, since the support began.

*'It helped in two main ways – we have a lot of volunteers connected to looking after families being resettled. We got support to produce a volunteer handbook and policies. That's been very helpful because as a small charity we don't have the capacity to deal with writing a volunteer handbook and to sort all our policies. As a small charity we have no administration support. It is essential to get a volunteer handbook and we couldn't do it without their help. Also, they put us in touch with Cornwall Food Foundation - they linked us up in a way we would not have had time to find out about and this has helped the families we support. A very positive experience for us, for Cornwall Food Foundation and the families.'*

**According to Rita, the main differences the support has made are as follows -**

*'(i) That it made us more professional – it lifted us to a level where we are a lot more professional so we can deal with all issues that might come up when running a service with lots of volunteers;  
(ii) Being more aware of the things that are required – e.g. legislation etc.'*

**Impact of Transformation Cornwall on your service users –**

*'Our volunteers feel more confidence and they feel better looked after. And they've been able to provide good support for resettled families, e.g. more effective working ion schools. The volunteers have felt more secure to do their work.'*

**Rita indicated that Transformation Cornwall are unique in the support they provide –**

*'Inter-faith Network is national but does help. I don't know anyone else in Cornwall. It's really essential to have that help as most faith organisations are tiny and have no funding.'*

**Moving forward, Rita believes there is an ongoing need for faith groups and for Transformation Cornwall's support to help them –**

*'People don't know how much support the faith community provides to local people of all faiths or no faith, e.g. most homelessness support is provided by the faith community. But there is a big suspicion and people are scared of faith.'*

*'Big local issues are young people, teenagers and mental health. But the problem is that young people are quite suspicious of faith groups. The other thing is that if Transformation Cornwall was bigger it could bring the faith groups together to tackle this and other issues.'*

*'Transformation Cornwall isn't very well known I feel. It's possible they are well-known in the Christian community but it's the others where I think they are not well known. They've probably not got enough capacity for this so that its most beneficial. Most faith groups are tiny and there's so much they need to comply with.'*

*'My message to the Church Urban Fund (CUF) – I see the biggest problem of a lack of linking of faith groups. Lots of people of different faiths are coming to Britain but they are not connected. So CUF should do more to connect these groups.'*



Oasis Centre community café volunteers



## 5. LEARNING POINTS AND AREAS FOR DEVELOPMENT

In terms of quality, it is important to state that most beneficiaries who were surveyed spoke in positive terms about the level of support they received from staff, who they felt had understood their very personal issues from the moment they entered for support. There were very few, if any, actually negative remarks expressed. However, some suggestions were made for ways to improve the charity. These included:

- Enabling the full range of skills and support available from Transformation Cornwall to be clearer to all potential beneficiaries
- Offering additional 1-1 initial meetings to understand the full range of needs of a wider range of faith groups

*'It would be helpful if someone could visit our project to provide specific advice. When attending Funders Days, it has been of great support to meet other groups on the same journey and to realise our project may be possible'*

- Improve its marketing regarding faith communities overall

*'I don't feel very well-informed about the Faith Community overall, but do feel very grateful for the solid, reliable support we have had from Transformation Cornwall from the very beginning.'*

- Support some faith groups to improve their IT skills through linking them with IT training providers

*'Being from the older generation grant applications seem to require more and more IT skills which I, the main, if not only, fundraiser do not have. So, I find applying for funds very trying.'*

Funders surveyed were likewise generally complimentary, explaining how the service has complemented their own work and often described positive partnership working practices employed by Transformation Cornwall. A handful of respondents expressed a lack of knowledge about the organisation and therefore a difficulty in being able to provide detailed feedback and there were also some useful comments providing ideas for future events or ways of working:

*'Peer-led sessions covering a common issue - sessions on understanding the general funding landscape, how charitable and public funding works (e.g. contract to deliver specific activities not cap in hand request for cash), how to be funding ready etc.'*

*'Possibly by asking delegates in advance of the meeting what it is they would like information about.'*

*'More joint activity using social media perhaps. I'm not an expert in this field by we have a comms team who, I'm sure, would be delighted to discuss possibilities.'*

*'Often find that our funding is not as relevant to smaller grassroots organisations that may attend the event.'*

*'Only one experience of the event so difficult to say across the board - useful to let people know what we do and don't fund but didn't result in any charities new to the Foundation or generate applications.'*



## 6. CONCLUSION

At the outset of this evaluation, the consultants sought to assess the extent to which Transformation Cornwall has made progress towards achieving the outcomes identified in its Theory of Change as well as the identification of any unmet needs and likely future demand. Based on external evaluation of the organisation by **Civil Society Consulting**, which has involved reviewing in-house monitoring and evaluation data, carrying out a consultant-led survey with 41 groups and organisations that have received the charity's services, a survey with eight funders that have worked in partnership with the charity, and telephone interviews with nine beneficiary organisations that have benefited from the charity's more intensive 1-1 service, it is clear that the organisation is providing support of an extremely high quality to those that have accessed it, with most desired outcomes achieved on a regular basis, with some being present for the vast majority of groups.

There are numerous examples of sustainable funding strategies now in place, where previously there were none, whilst the confidence and capacity of faith groups to engage with funders and make funding applications is clearly very evident; alongside this, funders often identified how the work had helped them to better understand the needs and value of faith groups.

In addition, many faith groups showed how well they had benefited from improved strategic and operational planning, often unlocking 'sketchy' ideas for social action in deprived areas into concrete plans and, in some cases, 'bricks and mortar', with improved and new community facilities created in areas of real need.

It is important to say that in terms of creating a peer network of faith groups that are sharing learning and resources, working collaboratively and being seen as credible partners by the rest of the sector, there were some good examples of this, but not the same extent as for more tangible benefits of support; and potentially this could be an area for additional focus for Transformation Cornwall over the next three to five years as it seeks to take its work to an even higher level and unlock more of the potential within the local faith community, raising the sector's profile to a higher level amongst voluntary sector organisations, public sector and funder organisations as well as helping wider community members who might need support to learn about the potential social action support available from faith groups

However, the overriding findings were extremely positive. Most faith organisations interviewed or consulted as part of the evaluation process were highly praiseworthy of Transformation Cornwall, its commitment, focus and impact on their own efforts to positively influence social disadvantage in the communities they serve. Likewise, funders involved in working with Transformation Cornwall were also effusive in their praise, indicating that this small charity is successfully achieving its aims and objectives and generating a high level of local impact.

## 7. RECOMMENDATIONS

Whilst the consultants are able to conclude very favourably following this evaluation based on the quality of feedback from the surveys carried out, there are a number of areas that have been identified in this report which are worthy of highlighting again here. It is recommended that Transformation Cornwall:

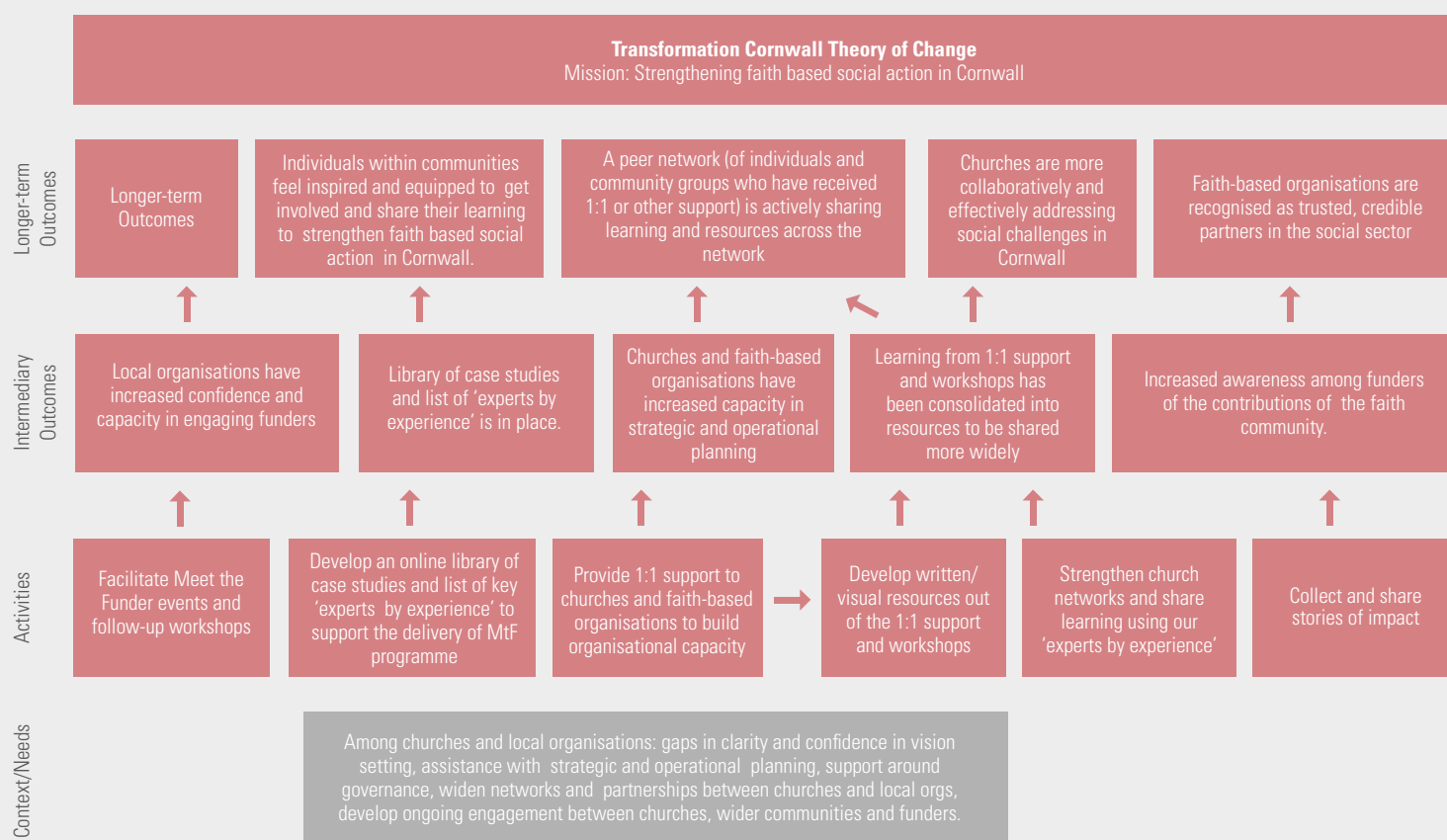
- Invests in its marketing and communications to ensure it reaches all potential beneficiaries and provides greater detail about the wide range of support it can offer; and provides more general information about the range of support available and contribution of faith communities to social action initiatives across Cornwall, enabling local people to access these and secular groups to join up with faith groups to overcome local issues.
- Provides additional 1-1 support to faith groups as this service appears to be of high quality and to achieve strong impact; in addition, there appears to be unmet demand for the service and the charity does not currently have the resources to respond to all of this demand.
- Offers more links to IT support through partnering with other organisations who can offer this support to faith groups who lack these skills.
- Carries out a peer-led review of the Meet the Funders Programme, offering an opportunity to develop additional sessions / respond to specific areas of concern.
- Identifies ways that it can bring faith groups together to become 'more than the sum of their parts', raising their combined 'voice' – both in terms of engaging with funders but also potential beneficiaries, who are experiencing disadvantage, and sharing learning to maximise their impact.
- Reviews potential options for funding to sustain and extend the charity's services. In particular, to make an application to larger funders for grants that will enable the charity to make a step-change in its level of services and support, enabling the very active and highly motivated faith groups in the county to provide the significant levels of support to local communities experiencing rising disadvantage, deprivation and poverty, in the face of declining availability of public and charity support services.



Jane Yeomans, Project Manager,  
Transformation Cornwall outside All  
Saints Church, which is developing the  
Truro Lifehouse community hub.

# 8. APPENDICES

## 8.1 Appendix One – Theory of Change



## 8.2 Appendix Two – Additional interview findings with faith groups

(i) **St Veep Church, Green Up, Clean Up (GUCU)** - Transformation Cornwall originally met Richard and his wife, Anna in May 2019 Project planning, vision setting, confidence raising, signposting support. <https://gucu.org.uk/>

**Richard Brown said how** Transformation Cornwall had supported them in their work.

*'Support via Jane. We are ideas people and Jane helped us to focus these. She also supported us additionally with putting a job description together to inform ongoing discussions with school. Jane assisted in helping us getting a grant from Cornwall Mission Fund - £3000. Jane helped us focus on that opportunity. This enabled us to focus on the youth work we were doing over the summer.'*

**According to Richard, the main differences the support has made are as follows -**

*'(i) - We are now planning and will be starting an outdoor youth service. We've engaged with the young people and consulted them; (ii) We've now started a Dads and Lads group – going very well. Helping dads get confidence and giving confidence to lads too; (iii) We've spent real quality time with young people.'*

**Overall thoughts about Transformation Cornwall -**

*'Delightful, engaging and focusing.'*

**Impact of Transformation Cornwall on your service users –**

*'Impacted what we deliver in terms of us being aware of where the young are at and what we can do with them. It has transformed an element of what we do.'*

**Richard indicated that Transformation Cornwall are unique in the support they provide –**

*'There was one but can't think of the name in Truro. But they wanted us to join and pay money to them so we wouldn't have done that.'*

**Moving forward, Richard believes there is an ongoing need for faith groups and for Transformation Cornwall's support to help them –**

*'There are a number of issues. Lots of young dads in the area get a limited amount of support for example. However, I'm not sure if there are the qualified personnel in the faith sector, or even the social sector, to respond to these. Transformation Cornwall are good, but they definitely need more resources. Jane is very busy. If you could reproduce Jane 10 times and she could make the same impact as she did for us for others in Cornwall, then that would be amazing. Quite simply they enabled us to do some work that wouldn't have happened without them.'*

**(ii) Threemilestone Methodist Church** - Transformation Cornwall supported all aspects of their project development to make their building more welcoming, more sustainable and cost effective to run. <http://www.threemilestone-methodist.co.uk/>

**Gill Harris provided details about the help they received from Transformation Cornwall over 2.5 years.**

*'I had notification of the 3 courses they were putting on. I think we had someone a few years ago from our church who went on one. I'd known Rosey at Transformation Cornwall for a long time and she invited us to come on the course. I went on the first and 2nd course. Those 2 were enough to really help and get my thoughts in order and give me lots of information.'*

*'We wanted to know how to go about writing and sending in an application form. They knew for each particular provider what they would fund. You have to word your application form in such a way so that the funder knows what you do and what you need. They told me that on some forms I have to emphasise that during weekdays, we are more of a community building helping local people in need and not a church building. That is an important thing to get across to some funders.'*

**According to Gill, the main differences the support has made are as follows -**

*'(i) It enhanced the premises though funding – new, double glazed windows, new ceilings, low energy lighting, better insulation - all to improve our carbon footprint; (ii) The building is only 45 years old but was looking tired before we did the work and painted it etc, and we've become a building that's more amenable to groups to come into – we've had lots of new lettings since we had the work done.'*

### Overall thoughts about Transformation Cornwall –

*'A really good team. Very positive on the days when we had the meetings. Provide very interesting speakers. Always have a 1-1 with you at lunchtime – you can take your project ideas/issues over to them and someone from the team will meet with you and provide advice. I've recommended them to other people, and they have found them very beneficial too – 3 groups in all who have been supported by TC to get funding for their work or building.'*

### Impact of Transformation Cornwall on your service users –

*'They have benefited from the more modern facilities we've got – it's now a warm, welcoming building.'*

### Gill indicated that Transformation Cornwall are unique in the support they provide –

*'There's no-one else like them. Not in my experience.'*

**(iii) Downderry Methodist Church** - Transformation Cornwall supported all aspects of the project from Downderry Methodist Church to redevelop as the Downderry Coastal Zone (opened June 2016). The church was at real risk of being closed and through refurbishment, good team management and funding is now a vibrant space used by the community in this isolated area of Cornwall.  
[https://www.facebook.com/search/top/?q=the%20zone%20downderryandepa=SEARCH\\_BOX](https://www.facebook.com/search/top/?q=the%20zone%20downderryandepa=SEARCH_BOX)

**Coastal Zone team member, Heather Blacker said that** Transformation Cornwall's support had been very important over eight years.

*'Lot of encouragement when we were starting a new job – very important. Patience and would listen to us about what we wanted to do and give us a guide about that. Then they gave us encouragement to apply for grants. They encouraged us to have a personal approach when we applied for grants and I've used their ideas applying grants but also being courteous with volunteers. Been to couple of Meet the Funder events.'*

*'The issue for us was having the spirit and the energy and the focus and getting everyone else to agree with it. Helping us develop our vision. When we had fewer people around that needed consulting, we'd go for it. But it has got more complicated.'*

### According to Heather, the main differences the support has made are as follows -

*'They (i) Helped us get an idea of what we could do; (ii) Helped us run the organisation in a business-like way keeping our ethos; (iii) Helped us to get grant money.'*

### Overall thoughts about Transformation Cornwall –

*'Their ecumenical approach. And what they stand for which is an ethos which I find satisfying. Very trustworthy and authentic and there to be helpful.'*

### Moving forward, Heather believes there is an ongoing need for faith groups and for Transformation Cornwall's support to help them –

*'We've got people addicted to drugs etc. but mainly it's the isolation from all the other socially-focused groups. Here, we don't do too badly'*

*'There are plenty of people even in this affluent village are pretty impoverished. They can hardly afford the transport to work. Loneliness. Lack of money. We need many more people involved in the great pleasures of social action.'*



*'This reflection has made me think back to the early days. We were very anxious when transforming our Methodist Church and Transformation Cornwall were really supportive and helpful to us. We got church and non-church people together to help with the project and we still do that. We had anxiety about doing something different but there were those who didn't like that. My feeling is we shouldn't make these differences between church and non-church people and Transformation Cornwall were really good at supporting us to just stick at it.'*

**(iv) Newquay Foodbank** - Transformation Cornwall supported them to look at governance / funding and provided support in Dec 2017 for Newquay Foodbank to be move from an unconstituted organisation to become a registered charity. Recent support re: signposting, funding, members of project team have attended Meet the Funders events. <http://www.newquayfoodbank.co.uk/>

**Newquay Foodbank Secretary, Steph Carlyn said that** Transformation Cornwall had been supporting them for a couple of years -

*'Our constant struggle is funding and funding sources so that's been our main thing. Initially, we had lots of help, less recently. Debbie worked with me to get £3,400 of funding from the Lottery for equipment and non-perishable goods, like stationery, shelving that we wouldn't normally spend money but really needed. Recently they've told us where to get to funding from but as yet we haven't had time to action this. They've done open days, but we weren't able to attend. Hoping to go in the future and will do so.'*

**According to Steph, the main benefit of the support has been emergency funding -**

*'I'd have loved to use them more and in the past year they've been very busy, but they've been a fantastic source of help.'*

**Moving forward, Pat believes that Transformation Cornwall's support for faith communities is more needed than ever –**

*'They don't have enough capacity because the need is so great here. They could maybe be even more directly involved in helping us get funding. But we are just grateful for whatever help they can give us.'*

*'Massive thanks for the support they've given us in the past and hopefully we can increase that in the future.'*

**(v) Falmouth Methodist Church** - ongoing support to Regeneration Team for 'Sharing Our Space' – an approximately £1million refurbishment project to refurbish the large, central Falmouth Methodist Church into a community hub. Lots of community support to the great team. Transformation Cornwall originally supported this project originally a few years ago with project development, scoping, planning and community consultation etc. It then got put on hold. A recently energised team has revamped the project plans, reformed and Transformation Cornwall is supporting with all aspects. <http://www.falmouthmethodist.org.uk/>

**Regeneration Team member, Jane Bennett said that** Transformation Cornwall had provided help to Falmouth Methodist Church over period of years in two bursts.

*'When we started our project, Debbie facilitated a day to help us get our project off the ground, then she came to all our monthly meetings and steered us with tasks for the next meeting. She got us off the ground. She was an enormous help to us in the early stages. And we came to all the funding days too, but we then had issues of our own and the work stopped through no fault of Transformation Cornwall's. Since then Jane has helped us to get a strategy together, which is what we need as it's so hard for us to do these things ourselves.'*



*'We needed help getting together the vision of what we were going to do with our building as there were so many people with so many different ideas. And also, helping us to meet other groups so that when we are ready we can develop partnerships with other organisations and groups. They also helped us to visit other buildings to find out how they have developed their buildings.'*

According to Jane Bennett, the main differences the support has made are as follows -

*'(i) We now know where to go now for funding - the funding days have been very helpful, and we have a strategy to start writing bids. Jane has helped us put together a list of which people we're going to contact (ii) They helped guide our vision for what we wanted to do with the building; (iii) They provided us with notes to help us plan our work.'*

**Moving forward, Jane Bennett feels there is an ongoing need for faith groups and for Transformation Cornwall's support to help them -**

*'They've been there for us. For example, with funding you feel it's not for faith communities, but they have been able to steer us through what is possible. However, I know Jane is busy so if she had more time there could be even more done.'*



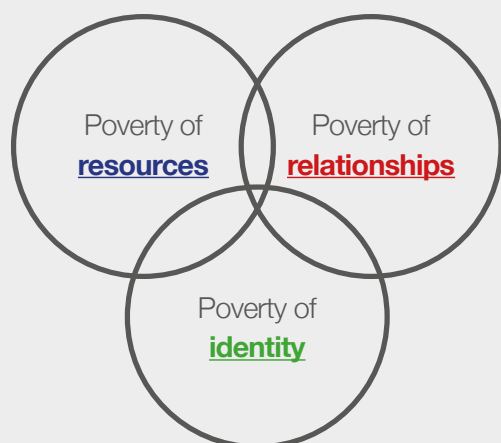
Transformation Cornwall is located in Truro, right in the heart of Cornwall.



## 8.3 Appendix Three – The Web of Poverty and Asset-based Community Development – Transformation Cornwall’s Way of Working

The Church Urban Fund (CUF) describes poverty as a ‘web’, believing that people can be impoverished in different ways, experiencing a poverty of resources, relationships or identity, not just material deprivation. For example, living with a poverty of resources means not only living on a low and insecure income but also without access to public resources such as public transport, libraries and leisure facilities (from CUF website). CUF is active where there is overlap between all three areas.

Transformation Cornwall works with this model of poverty 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 (Poverty of Resources), 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. 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.



### THE WEB OF POVERTY



The web of poverty model can be used to differentiate between those areas where indicators alone highlight poverty and deprivation and those where factors combine to mean that delivering social action is challenging and difficult.