

BODMIN REVIVAL CIC

# Overview and Business Plan



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# 1. Introduction

## 1.1. Challenges facing High Streets

Over the last decade, the fundamental structure of town centres across the UK has changed, as disruptive technology and changes in consumer behaviour have dramatically challenged a model that is unable to meet 21st century needs. In many town centres retail is no longer the anchor and high streets are being forced to discover a new purpose.

Many towns have struggled to adapt to these changes and, year on year, thousands of shops have closed. In the first half of 2024 almost 2,300 more empty shops on high streets, shopping centres and retail parks have appeared across Great Britain.<sup>1</sup> And over the last nine years, more than 6,000 bank branches have closed.<sup>2</sup>

However, it is not just the composition and use of high streets that is changing. So too is the approach to high street regeneration, and it is becoming clearer that yesterday's formula for success is often tomorrow's recipe for failure. An era of big box retail, identikit towns with the same brands on every high street and a reliance solely on big bang regeneration efforts is coming to an end.

As the Government's High Streets Task Force has noted when reviewing hundreds of towns, high streets have become ever more complex ecosystems and more local partnerships involving local groups are needed to unlock their potential.

“Where we've seen high streets managing to reverse a narrative of decline and plot a route to reinvention, it's largely been down to leaders from different organisations working together around a common vision for their location,” notes their 2024 report, Making the Most of High Street Investment. “Growing place leadership capacity by helping them work in more effective partnership structures has been key to getting things done.”

Bodmin Revival CIC (BRCIC) has its roots in this realisation, and we wish to take a fresh approach to regeneration. Our purpose is to build local leadership capacity, support smart interventions to improve the town centre, empower communities, nurture local talent and work with key partners to make a positive difference in Bodmin.

<sup>1</sup> <https://www.theguardian.com/business/2024/sep/12/chemist-pub-and-bank-closures-lead-to-2300-more-empty-uk-stores-survey-finds>

<sup>2</sup> <https://www.theguardian.com/money/article/2024/may/17/more-than-6000-bank-branches-now-gone-in-nine-years-of-disastrous-closures#:~:text=The%20number%20of%20UK%20bank,London%20-%20without%20a%20single%20branch>

## 1.2. Specific Bodmin challenges

Bodmin is one of Cornwall’s oldest towns and the only Cornish town to be recorded in the Domesday book. Formerly Cornwall’s County town, it was a wealthy area and renowned administrative hub with major institutions such as the Crown Court and headquarters for the Duke of Cornwall Light Infantry. However, its storied history contrasts with more recent struggles and Bodmin is now one of the most deprived areas in Cornwall and the UK.

Many argue this decline was precipitated by the decision to move the Crown Court to Truro at the end of the 20th century and also the loss of the town’s railway connections and disbanding of the Light Infantry. Bodmin has also suffered from poor quality housing that was built to support the government’s London overspill scheme, which started in the 1960s as a result of housing shortages in the capital.

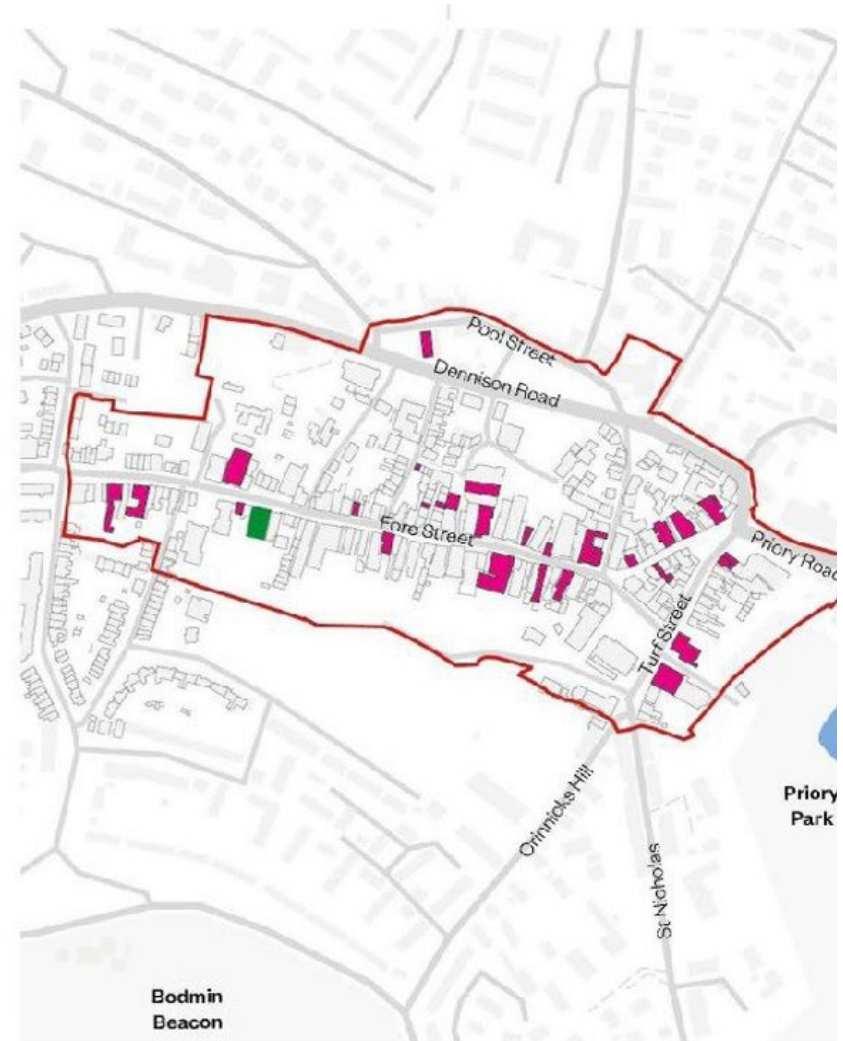
Like many other towns, its high street has also seen dramatic changes and suffered sharp decline. Empty shops and charity shops are common and major high street chains have disappeared. The town’s last bank has now closed.

Bodmin has critical challenges around low income, poor health and low levels of skills and training. It falls in the lowest 20 per cent on the Index of Multiple Deprivation<sup>3</sup> and has high housing demand.<sup>4</sup> In recent years there have



Bodmin’s vacancy rate is higher than both the Cornwall and national average.

Source: Cornwall Monitoring Report, Bodmin Town Report, 2022



<sup>3</sup> <https://www.gov.uk/government/publications/partnerships-for-people-and-place-evaluation-and-spend-mapping-annexes/bodmin-pilot-cornwall-county-council>

<sup>4</sup> <https://www.gov.uk/government/news/government-funding-to-support-affordable-homes-in-heart-of-cornwall#:~:text=Bodmin%20is%20an%20area%20with,secure%20funding%20through%20traditional%20lenders>

been multiple interventions from local and central government to build new homes, new neighbourhoods and expand school provision.

Yet despite this challenging backdrop, there remains an enduring sense of civic pride and increased appetite from community groups and local organisations to reinvent the town and give it a fresh sense of purpose.

In 2019, a cross-party group of MPs delivered a report entitled ‘High Streets and town centres in 2030’. Among the recommendations was for towns to develop five-year plans, which are regularly updated, and that all local areas develop an overarching vision setting out the direction for the future of their high streets and town centres.

Five years later far too many towns still have no plan or vision in place, and it is frequently falling on local organisations like CICs to kickstart this vital work of reimagining their local high street and generating a vision that local people can support and rally around.

Bodmin Revival CIC aims to build on the good work carried out by Bodmin Town Team and other partners to establish an emerging vision and strengthen it through continued engagement with residents, community groups and local businesses.

### 1.3 History of initiatives leading up to the formation of Bodmin Revival CIC

In 2018 discussions began between various local interests to see if a broad strategy could be agreed for the future of Bodmin. These were initiated by a newly established group called Better Bodmin. An informal partnership of 15 local organisations and interests came together and in April 2019 agreed the ‘Bodmin 2030 and Beyond’ statement, setting out a Vision for the town and the Top Priority Areas for Action. The statement was formally launched in July 2019 with supportive presentations from Cornwall Council, Kernow Clinical Commissioning Group and Cornwall Chamber of Commerce.

In November 2020, Cornwall Council launched a Town Centre Revitalisation Fund (TCRF) to support the development of investment proposals for town centres in Cornwall. Bodmin Town Council and the Vision Group responded enthusiastically to the opportunities offered by the new fund and an ambitious bid for funding was submitted. Cornwall Council required that the fund should be managed by a Town Team and the Bodmin Town Team was formed. The original Town Team membership consisted initially of the people who remained of the Vision Group, which had reduced in size. To ensure that the Town Team was representative of Bodmin’s community, this was expanded to

include Cornwall Council and Town Councillors, the North Cornwall MP, and representatives of primary healthcare, police, education, business, voluntary and community sectors.

Using funds from the Town Vitality Fund the Town Team began to develop the plans for the transformation of the town centre. This process began with a charrette style public consultation in March 2022. Based on a recommendation from Cornwall Council, the charrette output formed the basis of entries made into the Place Shaping Community Toolkit Template and this process clearly identified a lack of local capacity to lead on a number of the identified proposals.

It was clear that past and current budget reductions, and the prospect of future cutbacks in central government settlements to local authorities, would limit the contribution that Cornwall Council could make. Pressure on budgets caused by higher costs and increased demand for services, were also impacting on the capacity of both Cornwall Council and Bodmin Town Council to play a significant role in driving this work.

There are other organisations in the town, like the Bodmin Chamber of Commerce and Industry, intoBodmin and Bodmin Way who could contribute to the delivery of these

projects, but their resources and capacity are also under pressure caused by the current economic climate and ambitious plans.

The Town Team itself was not a legal entity and therefore was limited in the role it could play in obtaining funding and driving the delivery of these projects. The Town Team therefore agreed that there was a need to create more local capacity to drive forward the implementation of projects and that this could only be achieved by the creation of a new, locally controlled organisation to fulfil this role.

This organisation would work closely with the Town Team, other key partners and stakeholders, and the community to utilise a co-creation approach and create an infrastructure for ongoing community engagement, participation, and co- delivery in the long term.

The charrette process allowed local people to co-design a vision for the town, including an illustrative masterplan, which was subsequently presented back to the community. What arose from this exercise was a clear sense of the need to regain a strong sense of identity and make more of Bodmin's unique Cornish cultural and built heritage.

The momentum from this exercise has carried through to a further report being commissioned by the Town Team called Transformative Projects for Bodmin Town Centre. This was finalised in March 2024 and lists a number of priority projects including developing a strategy for vacant shops and buildings, creating employment spaces and opportunities in the town centre and strengthening community space provision.

Once the report was completed, the Town Team set about establishing the organisation that they agreed would be necessary to deliver the projects and a new Community Interest Company was born, Bodmin Revival CIC. It brings together a group of committed local changemakers that seeks to continue this momentum with a clear mission to collaborate with other local organisations to drive the regeneration of Bodmin.

The directors of this Community Interest Company (CIC) have noticed that many development projects fail because they overlook the needs of local residents. The CIC's wish is to focus first and foremost on improving the lives of people in Bodmin and the following business plan sets out their plans to deliver what the local community wishes to see.

## 1.4 Why a CIC?

### 1.4.1 What is a CIC?

The venture we have chosen to drive change in Bodmin has been established as a Community Interest Company (CIC). This model of doing business was first introduced in 2005 and is a form of social enterprise that is structured like a normal limited company. In our case, it is limited by guarantee. To set up a business of this nature, the CIC regulator must be clear that your constitution passes a ‘community interest’ test, and that you trade with a social purpose or to carry on other activities for the benefit of the community. CICs tackle a wide range of social and environmental issues and operate in all parts of the economy.

CICs also have a feature called a statutory asset lock, which makes sure that assets are only used for the benefit of the community, and dividends are capped at 35 per cent of distributable profits.

### 1.4.2 Why is this right for Bodmin?

Reversing the decline of Bodmin’s town centre requires a collaborative and pragmatic approach. This endeavour demands significant investment, and we must recognize that government funding alone will not suffice. Our community must take the initiative to generate revenue and raise funds through various means.

To kickstart our revitalization program, establishing a Community Interest Company (CIC) offers several advantages. A CIC structure allows for quick adaptation as we explore the best revenue-generating strategies. It also enables us to run commercial ventures, invest funds, employ staff and purchase and lease property.

Opting for a CIC limited by guarantee provides additional benefits. This commercial structure qualifies for various funding sources and the primary purpose is to benefit the community.

It is important to understand the nature of a CIC. It can generate profits, but all profits are reinvested into the community. Rather than “not for profit,” a CIC is more accurately described as “not for private profit.”

Our approach to funding will be proactive and continuous. We will consistently apply for funding and look for investors as we progress from project to project. We will explore various funding avenues to support our initiatives and generating our own revenue through various initiatives will be critically important.

By adopting this structure and strategy, we aim to create a sustainable framework for Bodmin’s town centre revitalization, ensuring that all efforts and profits directly benefit the community.

## 1.5 What we have signed up for - Community Interest Statement

When a CIC is registered it is necessary for the Directors to sign a Community Statement that sets out what the CIC will be doing and how it will benefit its community.

The text in Box 1 is the extract from this declaration (form CIC 36).

<p><b>SECTION A: COMMUNITY INTEREST STATEMENT – beneficiaries</b></p> <p>1. We, the undersigned, declare that the company will carry on its activities for the benefit of the community, or a section of the community</p> <p>The company’s activities will provide benefit to the whole community of Bodmin including all stakeholders, residents, business owners and workers, its children and young people, as well as visitors. In working to unlock Bodmin’s potential, our activities will also strengthen North Cornwall as a whole.</p>	
<p><b>Activities – What the CIC is being set up to do</b></p> <p>The CIC is being established as a community driven organisation dedicated to the regeneration of Bodmin’s town centre. It will serve as a platform for collaborative efforts, bringing together diverse stakeholders, including community groups, education establishments, local organisations, businesses, and residents, to co-create and implement initiatives that address the town’s economic, social, and environmental needs.</p> <p>Through a participatory approach, the CIC will facilitate on going community engagement, gathering input, ideas, and feedback from residents to shape its strategies and projects. Community members will have the opportunity to actively participate in decision-making processes, contribute their skills and knowledge, and lead or support various initiatives.</p>	<p><b>How will the community benefit?</b></p> <p>The community will benefit by being actively involved in shaping the regeneration of Bodmin’s town centre and unlocking its potential. Through a co-design approach, the CIC will collaborate closely with local residents, community groups, and organisations to ensure that initiatives truly address their needs, aspirations, and priorities.</p> <p>Residents will have the opportunity to contribute their ideas, skills, and knowledge to repurpose vacant units and develop underutilised spaces, creating a sense of community ownership and pride. The CIC will empower community members and local stakeholders to lead and implement their own projects, providing resources, training, and mentorship to support their efforts.</p> <p>By creating a network of vibrant spaces and attractive destinations within the town centre, the community will benefit from increased footfall, supporting local businesses and encouraging social interaction. The initiatives will also provide opportunities for skill development, job creation, and business incubation, contributing to economic empowerment and community wealth building.</p> <p>The CIC will also focus on supporting young people’s transition into work, nurturing local talent, and promoting health and wellbeing. This will directly benefit the community’s youth and vulnerable populations. Additionally, the creation of cultural spaces such as arts spaces, gyms, and nurseries will cater to the diverse interests and needs of the community, developing a stronger sense of belonging and cohesion.</p>
<p><b>If the company makes any surplus, it will be used for</b> progressing the regeneration of the town centre. Any surplus will be ploughed back into community projects. The Bodmin Town Team, comprising of representatives from the democratic, business and community sectors of the town has produced a report, funded by the Town Vitality Fund, which presents a vision and robust plan with key deliverable projects to rejuvenate Bodmin’s town centre. This process began with a charrette style public consultation in March 2022 and the CIC will focus on the projects in this plan.</p>	



## 1.6 Possible future plan for a Community Benefit Society

Looking longer term it is likely that we will consider setting up a separate structure called a Community Benefit Society (CBS). A CBS is a legal structure designed to serve the broader interests of a community rather than just its members. It offers several advantages that make it well-suited for town centre regeneration projects. It is established to benefit the community as a whole, not just its members. It has members who hold shares and have voting rights, but the society's primary goal is to serve the broader community interest. CBSs typically operate on a one-member-one-vote principle, regardless of the number of shares held. This ensures democratic control and equal say for all members in the society's operations. CBSs can issue community shares to raise funds from local people. Like CICs, CBSs can have a statutory asset lock, ensuring that assets are used for community benefit and cannot be distributed to members, even if the society is sold or amalgamated.

By combining community ownership, democratic control, and a focus on community benefit, Community Benefit Societies offer a powerful tool for engaging local people in the regeneration of their town centres, while ensuring that the benefits of such projects are retained for the community in the long term.

CBSs engage in a wide range of business activities, all aimed at benefiting the community rather than maximizing profits for members. The most common business activities that CBSs undertake are community assets and services. CBSs are frequently used to take over and run local pubs or shops that are at risk of closure, ensuring these vital community hubs remain open and serve local needs. Some CBSs focus on preserving and protecting heritage assets for the long-term benefit of the community. This can include managing historic buildings, landmarks, or cultural sites. CBSs may operate community centres, cultural venues, or other shared spaces that provide services and facilities for local residents.

We envision that opportunities will arise that offer BRCIC the chance to purchase properties for repurposing for community use and revenue generation. Although a CIC can buy and lease properties a CBS has special rights that can enable more direct community ownership.

## 2. Executive Summary

This document should be read in conjunction with the report commissioned by the Bodmin Town Team, called Transformative Projects for Bodmin Town Centre. Bodmin Revival CIC has been established to drive the projects needed to regenerate the town centre and the detail of these are contained in that report. It is not considered necessary to repeat these. This document is in two parts, the first being basic principles and an overview and the second drilling down into more detail. This latter section will be the subject of regular review as this is intended to be a dynamic plan.

Over the past decade, the landscape of town centres across the UK has transformed. Disruptive technologies and shifts in consumer behaviour have challenged traditional models that no longer meet the demands of the 21st century. Retail no longer serves as the central anchor in many town centres, and high streets are being pushed to redefine their purpose.

Bodmin faces significant challenges, including low incomes, poor health, and limited skills training. It ranks in the lowest 20% on the Index of Multiple Deprivation and is under pressure from high housing demand. Yet, despite these challenges, the town remains rich in civic pride, with local groups and organisations eager to reinvent Bodmin and give it a new sense of direction.

Following public consultation, the Bodmin Town Team identified a number of projects that would help to transform and regenerate the town centre. When assessing the deliverability of these projects, it became evident that there were no local organisations that could lead these projects, making them effectively undeliverable.

The Town Team, although integral, is not a legal entity and therefore lacks the ability to secure funding or directly drive project delivery. Recognising this gap, the Town Team agreed that creating a new, locally controlled organisation would be crucial to advancing Bodmin's regeneration efforts. This new organisation would collaborate closely with the Town Team, key stakeholders, and the local community to foster co-creation and establish a sustainable infrastructure for ongoing community engagement and co-delivery.

Bodmin Revival Community Interest Company was established at the end of June 2024 to launch our revitalisation efforts. The CIC structure offers flexibility in exploring revenue-generating opportunities and enables us to run commercial ventures, invest funds, hire staff, and manage properties while operating to benefit the wider community.



Looking ahead, we may also explore forming a Community Benefit Society (CBS). A CBS allows for broader community ownership and serves the collective interests of the town, empowering us to purchase and repurpose properties for community benefit.

Revitalising Bodmin's town centre requires a collective, practical approach, with a focus on both short-term action and long-term sustainability. While significant investment is needed, it's clear that government funding alone won't be enough. The local community must play an active role in generating revenue through diverse funding sources.

The CIC will focus on several key themes, including high street regeneration, community development, active travel, culture and heritage, and environmental sustainability. Its goal is to improve pedestrian experiences, enhance road safety, and celebrate Bodmin's unique heritage, making the town centre a more vibrant, welcoming space.

A key challenge is the high number of vacant units in the town centre, which currently outpaces both Cornwall and national averages. With around 30 empty units, many of them located along Fore Street, this issue requires both immediate and sustained attention. To address this, the CIC will adopt a "community hub" approach, transforming vacant retail

spaces into venues that go beyond traditional retail. This strategy seeks to attract foot traffic and support new and existing businesses. By prioritising unique experiences and locally made products, we aim to create opportunities for residents to develop new skills and support local entrepreneurs. This will contribute to a sustainable, dynamic town centre that honours Bodmin's heritage while embracing the future.

The Bodmin Creative Studio and Gallery (BCSG), as the CIC's first major project, will play a pivotal and pioneering role in this transformation. Located in one of the vacant units, BCSG will ultimately provide a space for creatives and support young people in developing skills, gaining work experience, and launching entrepreneurial careers. The Gallery will not only revitalise an area with significant numbers of empty shops, but also increase footfall and positively impact other local businesses.

As a new organisation, the CIC requires initial funding for setup costs, such as equipment, furnishings, and operational expenses, including salaries, rent, and utilities. The goal is to become financially self-sufficient and build reserves within three years. We are actively pursuing funding opportunities through grants and other funding sources, while also developing ways to generate earned income.

Our early projects will work to change perceptions of Bodmin, boost confidence in the town centre, and engage young people in meaningful ways. In addition to addressing vacant shops, the Chamber of Commerce's Shopfront Scheme and the "Art in the Alleyways" initiative will help combat the town's image of decline and introduce a sense of vibrancy.

While the CIC cannot achieve everything on its own, it can work alongside local businesses, organisations, and residents to create a thriving, vibrant town centre. By encouraging community involvement and fostering a sense of ownership, we aim to empower Bodmin's people and make them proud of their town once again.

## 3. Our Vision, Mission and Values

### Our Vision

We see Bodmin as a lively and welcoming community where everyone feels proud and connected. We want to create a place where new ideas and creativity are encouraged, helping everyone contribute to a brighter future for our town.

### Our Mission

Bodmin Revival CIC is dedicated to making our community stronger by carrying out practical projects that build local pride and strengthen the economy. We will partner with local businesses, residents, and organisations to create vibrant public spaces, support new and existing businesses, and provide chances for people to learn new skills. By working directly with the community and partners, we aim to make real changes that empower the people of Bodmin and ensure long-term growth for our town.

### Our Core Values

1. **Community Strength:** We believe in lifting up individuals and groups, helping everyone feel included and proud of the spaces we share.
2. **New Ideas:** We're open to fresh thinking and creative solutions to make life better for everyone in Bodmin.
3. **Working Together:** We focus on teamwork and partnerships because we know that working together brings the best results for our community.
4. **Inclusion:** We make sure everyone's voice is heard and valued, and we celebrate the diversity in our community.
5. **Caring for the Environment:** We promote eco-friendly practices to protect our town's resources for future generations.
6. **Honouring Our History:** We take pride in Bodmin's rich history and culture, using it as a source of community pride and identity.
7. **Supporting Local Business:** We back local businesses and projects that help grow and strengthen our town's economy.
8. **Involving Young People:** We actively encourage young people to get involved in shaping our community, helping them become the leaders of tomorrow.

## 4. The Start-Up Team

The CIC has been registered with six Directors. Four of them are members of the Bodmin Town Team representing key stakeholders, another one is a trader in the town centre and the sixth is a business owner who brings some specific business mentoring skills. Together they bring a wealth of experience in business, community organising, education, coaching, legal expertise, cultural and heritage development and performing arts. Fuller bios can be found in **Appendix 1**.

**Caroline Crabb** is a 25-year veteran of Bodmin's business landscape. Her award-winning town centre enterprise gives her unparalleled insight into the local trading environment. Her active involvement in community events cements her status as a respected local figure.

**Fin Irwin** is the creative force behind Bodmin CIC and has spearheaded a cultural renaissance in the town. His crowning achievement, the transformation of the Old Library into a vibrant community hub, showcases his fundraising prowess and commitment to preserving Bodmin's heritage.

**Joy Bassett** is Chair of the Bodmin Chamber of Commerce and Industry and founder of Cornwall Gateway CIC. Joy's extensive network spans both the local community and the broader business world. Her thriving law practice adds a professional dimension to her community leadership.

**Emma Cole** brings award-winning hospitality experience and business coaching expertise. Her connections throughout Cornwall and the Southwest amplify the team's reach and influence.

**Carol Randall** is an active community leader as Chair of the Town Team and has other Trustee and Director roles in other local organisations. She brings a strategic perspective and experience of making change in businesses around the world in corporate and consultancy roles. She has a sound business development background and large network of contacts.

**Mark Talbot** is a pioneer in creative education. His focus on developing opportunities for all ages, especially youth, is complemented by his experience of running a successful art gallery in St Mawes. His expertise will be crucial for the Creative Studio and Gallery initiative.

## Other team members

Jon Drever is not a Director of the CIC but joins the team specifically for the Creative Studio project. Jon's experience as a successful film producer and director, combined with his passion for youth engagement, brings an innovative edge to the team's capabilities.

This formidable ensemble of local leaders, entrepreneurs, and visionaries share an unwavering commitment to collaborating with others to shape Bodmin's resurgence. Their diverse skills, deep local roots, and shared determination position Bodmin Revival CIC as a powerful force for positive change in the community.

**Daniel Austin** is working in a part-time freelance capacity as Admin/Finance Support. Dan is an experienced finance professional and is also a member of Lanivet parish council and a trustee of a local College.

**Kaleigh Barclay** is working in a part-time freelance capacity as Communications Support. Kaleigh graduated in Digital Media through the Bodmin College degree programme and now has her own business working with clients with digital media, brand management, and effectively engaging communication.

## 5. What will the CIC be doing?

Bodmin Revival CIC will initiate, lead and collaboratively support a wide variety of projects, all focused on making Bodmin a better place to live, work, play, and visit.

### 5.1 - The Big Picture - Transformative Projects for Bodmin Town Centre

The CIC aims to have a strong presence in the local community and will develop a programme of activities to address the priorities set out in the report, Transformative Projects for Bodmin Town Centre. This report can be found on the Bodmin Revival CIC website. These link to several key themes including high street regeneration, community, active travel, culture and heritage, and climate and environment.

### 5.2 Town Centre Regeneration - Traffic calming and improving the streetscape

The priority is to make Bodmin's town centre a safer, cleaner, and more attractive environment that prioritises pedestrians. The plans focus primarily on key areas, including Fore Street and the Dennison Road car park, addressing current challenges such as traffic congestion and deteriorating buildings. Fore Street serves as a "rat run" for drivers looking to avoid the frequent congestion on Dennison Road, leading to complaints from residents and traders about speeding vehicles, pollution, and dirt. The narrow pavements often force pedestrians into the road to accommodate strollers or wheelchairs, creating safety concerns.

At the moment, Bodmin town centre is not an attractive, safe or comfortable place for pedestrians to relax and spend time browsing.

Additionally, many buildings in the area have been left to deteriorate, contributing to an unappealing streetscape. To tackle these issues, the plan outlines a phased approach to upgrading the town centre. It begins with smaller projects like the "Art in the Alleyways" initiative and shopfront cleaning and repairs. These initial efforts will pave the way for more substantial changes in the future.



Honey Street has the potential to become an inviting gateway to the town centre. By highlighting and celebrating its heritage features, the area can be transformed into a high-quality public space that extends to Fore Street. This enhancement will not only beautify the streetscape but also create spill-out areas for local businesses.

There will also be a strong emphasis on developing versatile spaces for events such as markets, community and heritage festivals and gatherings and performances. By diversifying the types of events held in the town centre, Bodmin aims to attract both residents and visitors, fostering a vibrant community atmosphere.

Overall, the CIC will seek to enhance pedestrian experiences and improve road safety while celebrating Bodmin's unique heritage. Through these thoughtful improvements, the town centre can become a more vibrant and welcoming place.





### 5.3 Repurposing vacant units

A central focus for the CIC is the pressing issue of vacant units, which currently outnumber the Cornwall and national averages. With around 30 empty units among a total of 174 units, many located on Fore Street, this challenge demands immediate and prolonged action.

To address this, we will adopt a ‘community hub’ approach that expands Bodmin’s offerings beyond traditional retail. This strategy recognizes the need for diverse uses that can attract foot traffic and support both existing and new businesses. Historically, the conversion of vacant units has leaned heavily towards residential accommodation. While this provides one solution, it’s essential to create a balanced strategy that fosters a vibrant commercial environment.

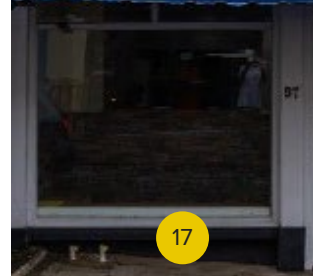
Bodmin Revival CIC is committed to a realistic and pragmatic approach to community regeneration. We understand the scepticism some residents feel, having heard promises of improvement before. The current economic climate poses significant challenges, and we are not here to sell fantasies; we acknowledge that transformation takes time and effort.

Our approach aims to bridge the gap between ambitious goals and achievable outcomes.

We plan to implement larger projects in manageable phases, ensuring that progress is both steady and sustainable. Importantly, we are dedicated to preserving Bodmin’s rich history and culture, which contribute to the town’s unique character.

As we navigate changes brought about by evolving shopping habits, climate change, and technological advancements, we view these challenges as opportunities for growth. Our first major repurposing initiative is the establishment of the Creative Studio and Gallery, but we are also exploring other innovative ideas such as upcycling furniture workshops, repair shops, a library of things, small artisan workshops, and a potential outlet for the Cornwall Gateway food and drink project.

Through these efforts, we aim to provide unique experiences and products that cannot be found online while fostering local skills and creating opportunities for residents. By focusing on these priorities, Bodmin seeks to cultivate a vibrant, sustainable town centre that honours its heritage while embracing future possibilities.





## 5.4 Dennison Road Car Park redevelopment

Cornwall Council, the owner of the Dennison Road car park area, has been considering redevelopment of this site for some time and consultation has just begun. The **Transformative Projects for Bodmin Town Centre** report set out a detailed plan for this area and identified this as an opportunity for a development that could drive footfall and activity in the town centre. This would include the provision of green space to support wellbeing, residential development, a cycle hub to support the Camel Trail, and an interactive discovery kiosk to provide information on Bodmin's attractions and enhanced shop frontages. Stillmoor House is currently one of the GP surgeries and will be made vacant when the new GP surgery at Chy Trevail is built. This building has potential to be a centre for community activities in and around the town centre.

The CIC will be closely involved with Council's plans. We have offered our help to the consultants involved and to the Cornwall Council team. We understand that money has been raised by Cornwall Council's planning team to undertake a number of technical studies necessary to begin any development work.

One of the key objectives of the plans was to encourage active travel by creating a safe and attractive route from the Camel Trail into the centre of town, possibly to the Dennison Road car park area. The current situation is that people arrive at Scarletts Well area and have no amenities there nor any way of knowing how to get into the town centre or what there is to see. Utilising improved wayfinding and landscaping will reinforce the route and increase footfall by attracting more cyclists and walkers to the town centre.

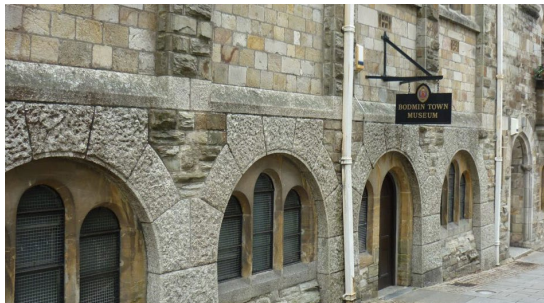




## 5.5 Culture and Heritage

Bodmin is fortunate to have a thriving cultural scene. intoBodmin has renovated the Old Library building and created a vibrant cultural hub for performances, arts and crafts groups and many other activities. The newly renovated St Johns Ambulance Hall, now known as The Beat, provides another venue for entertainment and events and St Petros Church is also used as a concert and event space.

We are committed to working with the various cultural groups and heritage attractions to further ensure that the town centre is a lively and vibrant place with diverse activities and events to attract footfall. Discussions have begun to consider developing a cultural strategy for Bodmin and the CIC will look to play a supporting role to the organisations participating in that planning.





## 5.6 Community spaces

With a focus on those who are most vulnerable, there will be a focus on the delivery of appropriate and improved facilities, with due consideration given to meeting local needs.



## 6. Immediate projects underway

There are three projects underway at the time of writing. These are the

- Bodmin Chamber of Commerce shopfront improvement scheme
- Art in the Alleyways
- Bodmin Creative Studio and Gallery

The Bodmin Chamber of Commerce and Industry (BCCI) has secured a £40,000 grant to support traders and property owners in Bodmin town centre. This grant is an excellent opportunity for businesses to enhance the appearance of their shop fronts and facades, contributing to a more vibrant and inviting town centre. Bodmin Revival CIC are collaborating with BCCI to assist with the delivery and reporting obligations.

More detail of this can be found in **Appendix 2** in Part 2

Work has begun on a project called Art in the Alleyways in the 4th quarter 2024 and 1st quarter 2025. This is an innovative project that will create some captivating artwork installations, designed by Bodmin College Digital Media Degree students, to be displayed in the alleyways of Bodmin. The project draws inspiration from local interest stories, heritage,

and folklore, combining traditional art forms with cutting-edge technology to create an immersive experience for the local community and visitors. By embedding elements of Augmented Reality (AR) into the artwork, viewers will be able to access enhanced experiences and additional information, deepening their connection to the town's history and culture.

Our initial projects will combine to change perceptions of Bodmin, breathe new confidence into our town centre and give young people a stronger stake in the town. The area currently suffers not just from empty shops but also deteriorating buildings and the impression is that it is dirty, untidy and neglected. The shopfront scheme and Art in the Alleyways programme will help to reverse this sense of decline, lift the town and start to create a sense of vibrancy.

More detail of these projects can be found in **Appendix 2, Part 2**



## 6.1 First major project - Bodmin Creative Studio and Gallery

The Bodmin Creative Studio and Gallery (BCSG) will be the first major project of Bodmin Revival CIC. This business will be set up in one of the vacant units in the town centre as part of the CIC's mission to repurpose these units and create a vibrant community in the town.

The initial partners for this are Bodmin College, Cornwall Education Learning Trust (CELT) and Jon Drever, co-founder of Grain Media, a double Oscar winning film production company. Collaboration with Callywith College and other organisations will be important as the work progresses.

Led by Jon Drever, who is a visiting lecturer at Bodmin College, the project will initially serve as a stepping stone for graduates entering the professional workforce and has the potential to become a game changer by creating career opportunities and halting the exodus of talented young people from the area.

It seeks to bring together designers, photographers, animators and filmmakers under one roof to offer a service to clients all over the country. Bodmin suffers from high levels of youth unemployment above the national average and this project aims to help support more young people into work and raise aspirations.

It will function similarly to a cooperative production studio and marketing agency and will work with an associate business model. It will:

- Generate opportunities to bring in new clients and provide support and advice to help the young freelancers grow in confidence and competence.
- Serve as a stepping stone for graduates entering the professional workforce
- Offer access to essential tools and equipment for a wide range of creative disciplines.
- Produce professional digital media for local and national companies.
- Incubate various projects such as TV commercials, branded content, photography, web design, UX, VR, graphic design, illustration and feature films.



The Gallery will be an attractive new addition to Bodmin's declining retail offering that will help to increase footfall from residents and visitors, which will have a positive impact on other local businesses. It will also provide creative professionals with a trusted and affordable outlet and showcase for their work. The commissions charged will provide a valuable source of revenue for the project.

The project has the backing of the town's MP, the local Cornwall Councillors, Cornwall Chamber of Commerce and other key local stakeholders. It is envisaged that it will act not just as a catalyst for growth and new opportunities, but also play a key role in changing perceptions of Bodmin.

This project aims to support young people to help them realise their potential. As well as providing space for creatives in Bodmin, it will also provide education, mentorship, business opportunities and support that will help young people and adults build skills and move successfully into the world of work and entrepreneurship.

We are currently seeking to acquire a suitable property in Bodmin town centre that is large enough to accommodate both studio, gallery and co-working space. We will also be working

hard to raise the funding necessary to do this. It has been necessary to work on various different options in parallel. The Gallery does need a space in the town centre, but the Creative Studio can get underway using a temporary space at the Woods Browning Industrial Estate near Bodmin College.

More detail of this project can be found in **Appendix 3** in Part 2

## 6.2 Looking to the future

Bodmin Revival CIC has an ambitious three-year plan focused on revitalizing the town centre through various transformative projects. The organization's primary goal is to implement the priorities and interventions outlined in the Transformative Projects for Bodmin Town Centre plan, which aims to breathe new life into the heart of the community.

One of the significant projects on the horizon is the redevelopment of Dennison Road Car Park. Cornwall Council has already initiated consultation and preliminary planning for this project. Bodmin Revival CIC will play a supportive role in repurposing buildings on the site, collaborating with community partners and relevant businesses to ensure that it aligns with the overall vision for the town centre.

The CIC will continue to explore opportunities to enhance local skills and provide opportunities in various areas, including upcycling, food and drink industry and other sectors that can benefit all residents.

Priorities will be continuously reviewed, and the CIC will maintain active engagement with the community to shape future plans and interventions. This approach ensures that the organization's efforts remain aligned with its strategic goals and the vision developed by local communities.

As Bodmin Revival CIC expands, it anticipates taking on increased responsibilities. This growth may include securing key assets in Bodmin, such as landmark buildings and vacant units. This could lead to the establishment of a Community Benefit Society, which is well suited for acquiring and developing property for community use

This strategic evolution will enable the organization to have a more significant impact on Bodmin's development and ensure that community interests remain at the forefront of its efforts.

By focusing on these initiatives and maintaining flexibility in its approach, Bodmin Revival CIC aims to play a crucial role in shaping a vibrant and thriving future for Bodmin's town centre and its residents.





## 7. How will we pay for this work?

To achieve our goals and, most notably that of delivering the Creative Studio and Gallery, the CIC will undertake a programme of active fundraising. This will seek to achieve the following objectives.

- Secure sustainable funding to deliver the flagship project of the Creative Studio and Gallery and support other key activities
- Raise awareness of Bodmin Revival CIC and its vital role in working with other key partners to improve Bodmin and drive positive change.
- Establish relationships with donors and demonstrate to them the vital work that the CIC undertakes
- Encourage recurring donations and develop stronger community relations
- Grow our email list and build a strong advocacy base among supporters

We have already been successful in receiving funding support from Cornwall Council through the Community Capacity Fund, Town Vitality Fund and Town Accelerator Fund. These funds have enabled us to commission a consultant, Matt Baker of Rise Associates to help us with our set up and strategy, employ two staff, fund essential start-up expenses and fund the Art in the Alleyways project.

Bodmin Chamber of Commerce and Industry (BCCI) has received funds from Cornwall Council's Town Delivery Fund to help traders improve their shopfronts. This project was initially a collaborative bid by the Bodmin Town Team and BCCI. The BRCIC is now assisting with this project which must be finished by the End March 2025.

Generating earned revenue is a priority as we are aware that relying on grant funding will not provide the CIC with a stable income. We will begin raising revenue by winning work for the Creative Studio and an E Commerce website that will sell products made by local artists and artisans. This will be run on an interim basis from the Woods Browning Industrial Estate. We are planning to get this up and running by the end of November 2024. We have already started with workshops and meetings with the creatives for discussions on a number of topics and already have 12 plus creatives working as volunteers to get the Studio established.

When we have found a suitable property, we will start the Gallery which we believe will be a good source of earned income and will also attract footfall and interest. As we develop other projects, they will need to be sustainable with earned income.

More details about funding opportunities and financial forecast can be found in **Appendix 4** in Part 2

## 8. Community and Stakeholder Engagement – the importance of collaboration

Bodmin Revival CIC will prioritise working with the following groups to deliver improvements across Bodmin.

- Residents
- Community organisations such as Into Bodmin, Bodmin Way, KBSK, Bodmin Community Association, The Beat
- Bodmin College, Callywith College and other education providers
- Bodmin Chamber of Commerce and Industry and the local business community
- Cornwall Council, Bodmin Town Council and other Govt. agencies
- Healthcare and wellbeing service providers
- Sports and leisure providers and groups

Many of these organisations have been represented on Bodmin Town Team and have been involved in the commissioning of the report and the subsequent setting up of Bodmin Revival CIC. The relationship between the Town Team and Bodmin Revival CIC will continue as the Town Team represents many of the most significant stakeholder organisations. The form this will take is currently under review.

Bodmin Revival CIC can only succeed by really listening to everyone in our community. We want to make sure our plans match what people in Bodmin need and hope for. So, we need to make sure that we are talking with everyone, that we have access to stakeholders' thoughts and ideas and understand priorities as they change.

There is the need to be pragmatic and realistic about what the BRCIC can achieve alone. It will not be possible for the CIC to do everything that needs to be done in the town so we will need to team up with local organisations, businesses, shops, groups, and people to achieve our shared goal of making Bodmin a lively place that works for everyone.

We want to help people get involved, to use their skills and time to help out. This will help to create a sense of community ownership and make everyone feel proud of Bodmin and want to make it better. We need to keep everyone informed about what we're doing as this will build trust and encourage more people to join in. Bodmin Revival CIC wants to not just improve Bodmin, but also make its people feel more empowered.

Engaging successfully with the community takes effort and we have drafted a plan for how we will do this. This plan can be found in **Appendix 5** in Part 2.

Over the last five years considerable engagement activities have been undertaken to establish a deep understanding of local people's hopes, fears and needs. This has provided the basis for the formation of Bodmin Revival CIC and informed the CIC's priority activities and planned projects.

The culmination of this work was an open invitation co-design workshop or charrette that was held in March 2022 in Bodmin. It saw local people take part in dialogue workshops to openly discuss problems, hopes and solutions for the town centre.



*Members of the local community participating in the charrette in 2022.*

Some 350 stakeholders and members of the local community took part in this exercise and the feedback was used to inform the Transformative Projects for Bodmin Town Centre report, which was led by Bodmin's Town Team.

This co-creation approach will extend to regular discussions with residents and ongoing dialogue with key partners such as the Chamber of Commerce, Cornwall Council, Bodmin College and IntoBodmin.

A detailed Communications and Marketing Plan can be found in **Appendix 6** in Part 2



## 9. Governance and Policies

The CIC currently has six Directors, and these bring a range of skills to help achieve our aims. It is governed so that it is representative of the local community it serves. Members include longstanding business owners that have worked at the heart of the community, teachers that have supported thousands of young people, people who run community organisations, a practice manager at a local law firm, a business coach that helps start-ups grow, successful film producers and an experienced sales professional and negotiator. They are rooted in Bodmin and have a deep understanding of the challenges and opportunities facing Bodmin.

The Chair is Carol Randall, and the Board of Directors will meet bi-monthly as a minimum and comply with the UK Corporate Governance Code. Directors will be clear about their roles and responsibilities and all meetings will have an agenda and be minuted. Any potential conflicts of interest will be properly managed, and we will ensure that all Directors appointed will understand that their duties are to act in the best interest of the CIC at all times.

The board of the CIC will set the CIC's strategy, budgets, policies and procedures. It will also ensure the CIC consults regularly with its key stakeholders – notably residents, the college and local businesses – about the progress it is making and involving them in the CIC strategy

development where appropriate. Furthermore, the CIC will meet all reporting deadlines, as set out by the Office of the Regulator of Community Interest Companies and post an annual report for the local community to see the CIC's impact.

Should directors stand down, we will seek to recruit other directors that are representative of the community via an application process.

Over time, the CIC may consider an advisory board to advise and support on strategic challenges facing Bodmin. This would be comprised of skilled and experienced individuals that don't have the time to be a director.

The CIC will also seek to actively recruit volunteers to help with marketing, engagement and various projects and activities.

The CIC has adopted policies to ensure best practice operations. These include Equality Diversity and Inclusion, Health and Safety, Procurement, Expenses, Environment, Data Protection, Conflict of Interest and Safeguarding policies, which are available on request. It is also committed to being a Living Wage employer.

# Appendix 1 – Team bios

Bodmin Revival CIC Directors



**Carol Randall**

A seasoned and innovative business developer and marketer and a strong consultative sales professional and negotiator. Carol is an active member of Bodmin's community. She is also Chair of Bodmin Town Team, Secretary and Board member of Bodmin Chamber of Commerce and Industry and a Trustee and Chair of the Bodmin Community Association.

Carol built a successful career in Life and Health Insurance. She spent over 20 years in a variety of sales, marketing and business development roles in a world leading financial services global MNC, Swiss Re. She began as Head of Sales and Marketing, UK and Ireland and her final role was Head of Business Development and Client Management, Life and Health Insurance, Southeast Asia. During that time, she worked in Europe and Asia, with projects also completed in USA and Canada. She was responsible for researching and developing new and innovative business models and leading sales, marketing, and client management teams. Before returning to the UK, she spent some time as a Business Development Consultant and Interim Director.



**Fin Irwin**

Fin Irwin is a cultural entrepreneur and community advocate based in Cornwall, with a passion for promoting creativity and community engagement. He is the Founder and Co-Director of intoBodmin, a community interest company dedicated to revitalising Bodmin through cultural projects and inclusive activities. Under Fin's leadership, intoBodmin has transformed the old library into a vibrant community hub, bringing people together and breaking down barriers to participation in the arts and civic engagement.

Before establishing intoBodmin, Fin co-founded The Bike Shed Theatre in Exeter, an award-winning venue known for its innovative programming and support of emerging artists. With a background in theatre, Fin's career has been driven by his commitment to creating accessible cultural opportunities that enrich communities. In addition to his work at intoBodmin Fin supports his parents with their small farm and sits on the board of five other community businesses and charities, including a new appointment to Power to Change, where he continues to explore the intersections of creativity, community, and sustainability.



**Mark Talbot**

Mark is the Higher Education Lead for Cornwall Education Learning Trust and has over 28 years of experience at Bodmin College. In 2006, he established the Photography and Digital Arts department, which has grown from just 10 students to over 300, making it a nationally recognized centre for Photography and Digital Art.

Mark's career has been committed to advancing creative education and leading strategic initiatives that develop higher education programmes.

Beyond education, Mark and his wife I established The Square Gallery in St Mawes, Cornwall, in 1996. Over the years, the gallery has become a vital part of the local creative economy, supporting over 200 local makers and artists in showcasing and selling their work. This has contributed to their economic success and helped establish a thriving artistic community. The gallery continues to be a hub for contemporary Cornish art, craft, and design, fostering both emerging and established talent.



**Joy Bassett**

As well as being the Practice Manager at local law firm A P Bassett Solicitors, Joy is the Chair at Bodmin Chamber of Commerce & Industry Ltd. She has been a very proactive member of the Bodmin community for years and is a Director of Into Bodmin CIC and Chair of Trustees of Bodmin Relief in Need.

She is also the co-founder of Cornwall Gateway CIC, which was established to help Cornish food and drink grow and has been a town councillor and parliamentary candidate.



**Emma Cole**

Emma has enjoyed a diverse career in the retail sector before transitioning to entrepreneurship in the hospitality industry. She has held various roles, including HR Business Partner, General Manager for a department store on Oxford Street, Group Director at the Oxford Retail Summer School and project management and area manager positions at CRUK, PDSA and Selfridges.

For the past decade, Emma has successfully owned, operated and sold her own business. Passionate about helping others, she launched her Business Coaching venture, Growth Coach, three years ago to support business owners through the challenges of ownership.

She also enjoys bike riding, walking, running, paddle boarding and the benefits of both physical and mental wellness they offer.



### **Caroline Crabb**

Caroline is a small business owner who began working in the floral industry in 1994. She opened her own business in Bodmin in 1999 and celebrated its 25th anniversary this year.

As a teacher of floristry at Duchy College between 2013 and 2020, she helped students win many floristry awards at County Shows in Cornwall and Caroline has also competed in many floristry competitions at home and abroad. She won British florist of the year in 2019 and represented the UK in Poland at the Europa Cup in 2021. Caroline holds the highest-level floristry qualification in the UK and America, and gained her LCGI (Licentiate award) from city and guilds in 2014.



### **Jon Drever - Creative Director of Bodmin Creative Studio**

Jon Drever started his career by producing, directing and distributing skateboard films whilst at university. He sold that business in his early 20s and went on to co-found the production company, Grain Media. Over the 12 years Jon ran Grain Media, it grew into a multimillion-pound business that employed dozens of people (hundreds if you include freelancers), and produced TV shows, features films, commercials, branded content and everything in between. Jon personally wrote, directed and produced numerous productions, including the critically acclaimed SuperHero romcom “SuperBob” and the Oscar nominated documentary “Virunga”, for which he was Emmy nominated. Grain Media has, to date, won two Academy Awards.

Jon exited Grain in 2018, selling his half of the business to his co-founder. He moved to Cornwall from London in 2020 and now has a portfolio career taking in property, writing, education (he is a part time lecturer) and filmmaking.

## Appendix 2 – Detail of projects in progress

### Shopfront improvement scheme

This grant, provided by Cornwall Council's Town Delivery Fund, allows traders to apply for funding to cover 85% of the cost of cleaning and repairs, with the trader contributing the remaining 15%.

The grant is divided into two levels: £30,000 is allocated for general repairs and decorating, while an additional £10,000 is available for more extensive repairs to select properties. For general repairs and decorating, funding is limited to £5,000 per applicant so the maximum contribution would be £750. This initiative is designed to help as many businesses as possible within the town centre. The additional £10,000 is available for properties that need more work to be done.

We understand that the town centre's appearance is crucial in creating a positive impression for visitors and residents alike. A recent survey highlighted the need for cleaning, repairs, and repainting of many properties.

All work must be completed by the end of March 2025. If there is strong interest and this grant is fully utilised, there are plans to apply for additional funding from the National Lottery Heritage Fund. This could provide more resources and time for further improvements,

including work requiring planning or listed building consent.

All work must adhere to the Cornwall Shopfront Design Guide, available on the Cornwall Council website at <https://www.cornwall.gov.uk/media/bc4bmrjw/cornwall-shopfront-design-guide.pdf>. An Appendix Guide for Bodmin is being developed by the Cornwall Council's Historic Environment team in collaboration with the Bodmin Town Team.





## Art in the Alleyways

Currently, the alleyways in the town centre off of the main street are dark and dirty and often a place for people to deposit rubbish. Residents complain about how shabby and dirty the town looks so this project will help to address this and also provide some items of interest in the town centre.

The interactive technology aspect of these installations gives the opportunity for these to be dynamic and for different things to be featured so it could be used to promote events or initiatives.

The project’s key objectives are as follows:

- Foster collaboration between Bodmin College Digital Media Degree students and the local community to develop visually stunning artwork for display in Bodmin’s alleyways.
- Incorporate local interest stories, heritage, and folklore into the artwork, ensuring a strong sense of identity and connection to the town.
- Integrate Augmented Reality technology into the artwork to provide viewers with interactive and immersive experiences that enrich their understanding of Bodmin’s history and culture.

- Use the insights and recommendations gathered during the Bodmin Charette Process in 2022 to enhance the town centre through creative interventions in the alleyways.

Students have engaged with local community members, businesses, and organisation to gather stories and insights that informed the artwork’s visual representation.

Each artwork design will be meticulously crafted to incorporate AR elements. Through the use of smartphone applications or dedicated viewing devices, visitors will be able to unlock additional layers of information, interactive features, and immersive narratives related to the artwork. This integration will provide a unique and dynamic experience, attracting both locals and tourists alike.

Upon finalising the artwork designs, high-quality prints will be produced and installed in selected alleyways throughout Bodmin. Permission will need to be obtained from the relevant property owners and the advantage of using the method of printing on plastic will avoid any permanent effect on the walls themselves.

The alleyway will be thoroughly cleaned, including flank walls, before the installation is done. The artwork placement will be carefully curated to create a cohesive and engaging

walking route, guiding visitors through the town’s hidden gems.

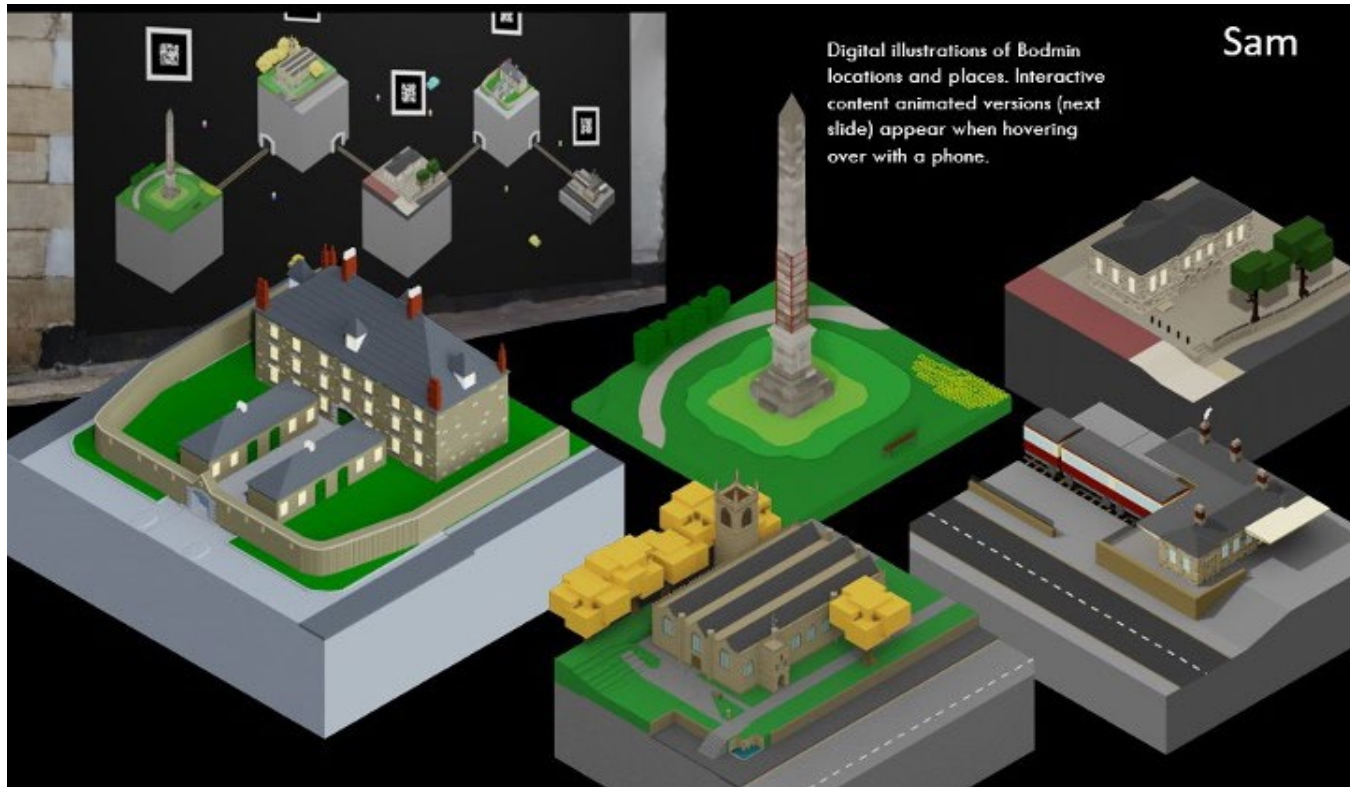
Art in the Alleyways promises to transform Bodmin’s alleyways into vibrant cultural spaces, creating a unique and memorable experience for all who visit. The project will enrich the town’s cultural landscape, promote community engagement, and leave a lasting legacy for future generations to enjoy.

Funding of £9,456.80 was approved for this project by Cornwall Council (CC) from the Town Vitality Fund (TVF) award.

To keep the cost to a minimum the printing will be done at the Bodmin College Digital Media studio as they have a large format print capability. This will enable the work to be produced for the cost of the materials. These include the self-adhesive vinyl, anti-graffiti laminate, ink, PVC mounting boards and wall fixings. The materials for 5 installations will cost approximately £5500 excluding VAT. The rest of the fund we will need will be for cleaning and preparing the wall surfaces prior to installation and engagement activities. A local exterior cleaning company will be commissioned to carry out any work required to ensure the space is properly prepared.

The plan is to have five installations. This may need to be reduced if permission is not given by the property owners.

The designs below are basic initial concept artworks not the final designs.



## Appendix 3 – Bodmin Creative Studio and Gallery details

### Why a Creative Studio and Gallery?

Bodmin, with a population of 16,000 set to grow to 23,000 by 2030, has areas of high levels of deprivation. It has a high percentage of young people, high youth unemployment, high levels of child poverty and low educational attainment at Key Stage 4. The majority of jobs available are low-paid, often seasonal, and there are few opportunities locally for young people to find higher-paid jobs, so it is hard to retain young people with higher skill levels.

The Creative Studio project idea evolved from conversations between Mark Talbot, Higher Education Lead for CELT, and Jon Drever, who is a visiting lecturer at the Bodmin College Digital Media Degree Course. Mark is a member of the Bodmin Town Team, and the Town Team felt that this exciting concept would be a worthy initial project for the newly created CIC.

Bodmin College is the only 11-18 College to run a successful Digital Media degree course. It started in 2015, in partnership with Falmouth University, as a Foundation Degree Course and this became a full BA Honours Digital Media Degree Course in 2019. With low cohort sizes, the course provides support for students who might be unable to attend the University for a variety of reasons including ill health, carer responsibilities or other family issues. It is this

nurturing and supportive environment that has created an alumni group of around 80 graduates.

Some of these have gone on to be successful, producing work for celebrities like Coco Gauff and Anthony Joshua and top global brands like Gucci. Others, although equally talented, have found it hard to transition as easily into the industry and they will have an opportunity to benefit by working within the BCS. This initial project will do more than provide space as it will provide education, mentorship, business opportunities and support that will help young people and adults build skills and move successfully into the world of work and entrepreneurship.

The graduates will be the backbone of our initial cohort of members, but it is hoped that the studio will attract other local creatives to join. The aim is for the studio to become a successful generator of work opportunities and help bolster the creative industries in the area. It will be an incubator for some but will also become a successful studio in its own right, with local and national clients. It will operate as an organised community of freelancers who will benefit from strength through collaboration. This is a unique concept, and clients will be aware that they are not just receiving quality services but are also helping to revitalise a town.



## Funding required

The CIC is a startup, so funding is needed for set-up costs, e.g., equipment, furnishings and fittings and running costs e.g. salaries, rent, utilities, and other essential expenses. The aim is to become financially self-sufficient and building reserves within three years. We are constantly looking for funding opportunities. We have subscribed with several grant funding websites and services and are also registering for updates from relevant funders to keep well-informed of what is available to us.

At the outset, our biggest challenge is that the majority of funding organisations will not consider supporting an organisation that has not existed for 12 months and most require at least one set of accounts. Bodmin Revival CIC incorporated on 27th June 2024 so we do not qualify for a lot of funds that would otherwise be a perfect fit. Understandably, funders are looking for proof of concept and some reassurance that the organisation is being run soundly and competently. We have already applied for funds from the few funders who will consider new organisations but have yet to be successful. Feedback we have received is that there is no inherent weakness in our project but there is so much competition for funds and any applicant needs to be a perfect fit for the changing priorities of funders. One funder was so overwhelmed with applications that they selected them at random.

We do not expect the funding sector to become any less competitive and we are not expecting a great deal of central government funding to become available in the short to medium term. With this in mind, we are looking to generate earned revenue as soon as possible.

## Business model and revenue generation

The model that we have chosen is an associate agency model as this will give us agility and flexibility. This also reflects what appears to be a growing trend towards more flexible business models in the creative sector. More agencies are maintaining a small core team and bringing in specialised freelancers as needed for projects. This allows agencies to be more agile and access specialised skills without the overhead of full-time employees.

We have not yet committed on any specific premises in the town centre for the Gallery and co-working space for the Studio, but we are working on this. To get the Creative Studio off the ground, we are starting in a unit on the Woods Browning Estate, provided by Bodmin College, one of our key project partners. This will allow us to kickstart operations in a low-risk environment, giving us the opportunity to

refine our processes and begin marketing our services to local businesses. We anticipate this launch in late 2024. Preparatory workshops and meetings began in September for the freelance creatives potentially joining the Creative Studio.

We are also developing an eCommerce website to showcase and sell the work of local artists and artisans. These initial steps will help us build awareness, generate revenue, and establish the community that will drive our success.

The studio and gallery will seek to achieve a balance of permanent employees and associates. We envisage the majority of people who work with us will be associates as part of a network of creatives. We will effectively build an extended family of associates that we can bring in to work on projects and ensure we remain adaptable to outside market changes while having the elasticity to quickly scale up.



## Competition and Key Challenges for the Creative Studio

Bodmin’s Creative Studio will seek to win work to support young people in Bodmin from a range of clients across the public and private sectors. Consequently, we will be in competition with a growing number of creative agencies across Cornwall. According to latest research from Cornwall Council, there are nearly 11,000 people employed in creative related occupations in Cornwall.<sup>5</sup> The Council lists the top locations for creative businesses as follows.

1. Falmouth
2. Truro & Penryn
3. Penzance
4. Redruth
5. Liskeard

Most of these destinations are over 30 miles away with the nearest being Liskeard, which is 13 miles away. While there are a handful of creative agencies in and around Bodmin, the majority are further afield in Cornwall and Bodmin does not currently have a reputation for being a creative hub. The growing number of creative agencies in Cornwall reflects a shift towards digital, which was accelerated during the pandemic. Agencies have been forced to adapt their services and operations and there has been an increased demand for digital marketing services, especially in areas

like ecommerce and technology. Competition for work is likely to be intense and securing contracts will be dependent on delivering work to a high standard.

There is, however, an opportunity to distinguish the Creative Studio and Art Gallery from others not only because of our unusual set-up and links to the college. But also because of our emphasis on supporting young people.

Latest research from Cornwall Council through their 2024 Creative Consensus shows that most respondents were in the age brackets 35-44, 45-54 and 55-64. This suggests that younger creatives are struggling to break into Cornwall’s creative agency world and gives us an opportunity to develop an offer that’s driven by young people. We know from the experiences of our own alumni that they have struggled to find work and, although qualified and keen to do creative work they have been forced to work in other sectors such as retail and hospitality.

The Creative Consensus also highlights that networking opportunities, the need for good workspace and collaborative work is at the top of creatives’ needs, which, again, provides an opportunity for the studio to develop an extensive network and creative cluster in Bodmin.

Ultimately, this will be critical in determining success. There is a large pool of around 80 alumni graduates to support the creative studio and a real opportunity to develop an innovative hub. The Creative Consensus report notes that Falmouth University found “hubs act as nodes in a network, helping to create the conditions for collaboration, experimentation and innovation, which in turn can fuel creative and business development and boost productivity. This is of particular importance in dispersed rural areas where natural co- location of creative business is far less likely to occur.”

To compete successfully, we need to be providing clients with creative and production excellence at a reasonable price and we know that Bodmin is blessed with creative talent. The freelancers participating in the Studio have a wide range of skills that will equip us to meet the majority of clients’ marketing needs. The client enjoys the creative advantage of access to many different freelancers but the convenience of dealing with one organisation.

<sup>5</sup> [https://www.cornwall.gov.uk/media/dqck1fuj/creative-census-2024\\_infographic\\_final.pdf](https://www.cornwall.gov.uk/media/dqck1fuj/creative-census-2024_infographic_final.pdf)



## Positive impact of The Creative Studio and Gallery

The Creative Studio and Gallery project envisages playing a major role in developing young people in the town, by helping them do meaningful work, get paid decent wages and achieve a career in digital and creative arts.

We estimate that this project will, once it is fully established in 3 to 5 years, create up to 50 jobs which will generate £4million GVA annually based on regional creative industry averages. These will either be permanent employed posts or freelance and self-employed roles.

Direct jobs within the studio will include artists, curators, designers, administrative staff, project managers and marketing professionals. Our impact will further extend to indirect jobs created through the studio. These could be jobs in tourism, hospitality and retail sectors due to increased visitor footfall. Visitors to a creative gallery often spend money in local restaurants, cafes and shops. This broader ecosystem can multiply the impact.

Studies suggest that for every job generated in the creative sector, 1.4 to 2.5 indirect jobs can be created in related fields like tourism, retail and local services. So, if the creative studio creates 10-20 jobs, this could support an additional 14-50 indirect jobs in Bodmin.

The additionality of the scheme is further shown by the significant levels of deprivation in Bodmin. The central area of Bodmin has two Lower Layer Super Output Areas (LSOAs) that are in the most deprived decile in the UK. This is reflected in the employment domain which also demonstrates central Bodmin is among the most deprived in the country. These are visualised in figures 1 and 2.

It is therefore reasonable to assume that increased employment rates in areas of employment deprivation will have a more significant impact than areas where seeking employment is less of a barrier to that area. The nature of the jobs at the Creative Studio and Art Gallery will help graduates who otherwise would leave Cornwall to seek employment or work in less productive industries.

Introducing productive employment to Bodmin is likely to help retain talent in a deprived area by offering quality employment routes in a sector that complements Cornwall's existing industrial structure and strengths. Due to this, the indirect spend is also likely to be significant in supporting existing industries.

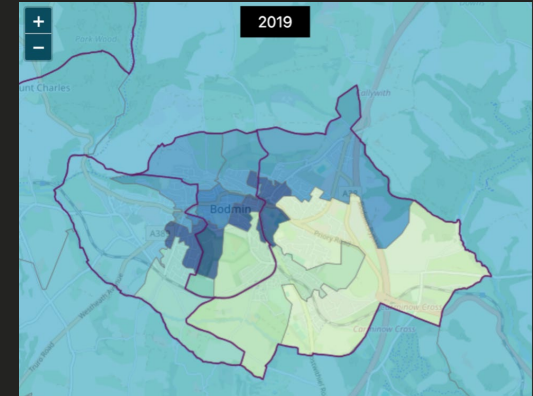


Figure 1 Index of Multiple Deprivation (IMD) Score

Source: [http://dclgapps.communities.gov.uk/imd/iod\\_index.html](http://dclgapps.communities.gov.uk/imd/iod_index.html)

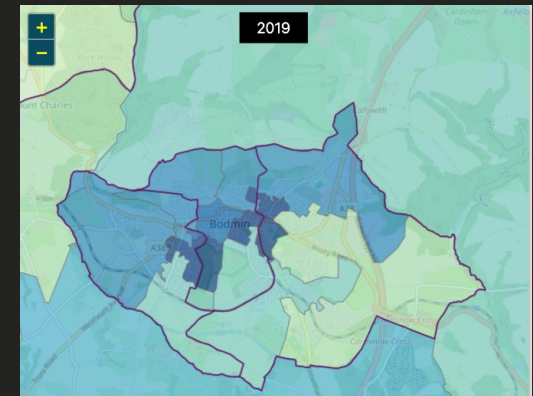


Figure 2 Employment deprivation score

Source: [http://dclgapps.communities.gov.uk/imd/iod\\_index.html](http://dclgapps.communities.gov.uk/imd/iod_index.html)

Notes: Darker colours indicate higher levels of deprivation whereas lighter colour indicate less deprivation



A similar example of where arts and creative sector-led regeneration has made an extensive contribution to GVA in a comparable area is the Mostyn Gallery in Llandudno, North Wales. This generates over £600,000 in GVA for the local area each year, attracts over 100,000 visitors per annum, with two thirds of visitors coming from outside the local area, and supports health and wellbeing outcomes by partnering with health, social services and community groups.

It also engages with 5,000 learners annually through an education programme delivered to pupils, students and lifelong learners. It is a good example of a gallery achieving a balance between high quality arts and supporting the visitor economy, creative sector, education and wellbeing outcomes.

The BRCIC's aims are well aligned with best practice in high street regeneration and also chime strongly with Cornwall Council's Creative Manifesto 2021-2025. It notes that Cornwall has a rich creative history and that our county has more creatives and creative jobs than any other rural area of the UK. The Council wishes to build on this strength and a key aim of their manifesto, which is supported by Bodmin Revival CIC, is to encourage people to work in creative jobs. This ambition extends to wanting to build and support working spaces for creative people, working together to create

more creative opportunities and for everyone in Cornwall to have more culture in their lives. Bodmin Revival CIC sits squarely at the heart of this ambition and believes that the Creative Studio and Gallery project ticks all of the Council's policy objectives.

# Appendix 4 – Funding strategy and financial forecast

## UK Shared Prosperity Fund

This is the Government's domestic replacement for the European Structural and Investment Programme. In Cornwall it is administered through the Good Growth Fund, and they prioritise certain areas, including community and place. At the time of writing, recent announcements suggest that there might be another year of funding available from March 2025, but the amount and priorities are unknown. We plan to monitor the situation and apply for funding if at all possible.

## Crowdfunder

There are a number of advantages to raising funds via a crowdfunding platform. There is freedom regarding how donations are spent provided that this is consistent with the appeal's stated aims. Not many traditional funders will support new organisations, and some will not support core costs such as rents and salaries. We are already working on a campaign plan to raise funds for the Creative Studio and Gallery and hope to launch early in 2025.

## National Lottery Funding – Reaching Communities England

National Lottery funding distributes over £600million a year to communities across the UK and the Reaching Communities Fund was initially considered a priority fund for this project. It starts at £20,000 and funds projects and organisations that work to make positive changes in their community.

We applied for support to set up the Creative Studio and Gallery in an old bank building, but this was unsuccessful. The feedback we received was that there was no inherent weakness in our project, but it did not align with changing priorities brought about by an unexpectedly high volume of applications.

## Trusts and Foundations

There are over 8,000 Trusts and Foundations that provide grants for community organisations in the UK. A number of these are well aligned with the BRCIC's purpose and will be targeted for additional funding. Some of the Trusts that we have already targeted include the People and Place 2025/ Footwork Trust, The Fore, Cornwall Community Foundation and Woodward Charitable Trust.





## **Power to Change – Trading for Good Programme**

This programme will re-open in Spring Summer 2025 and works with community social enterprises on increasing their trading income. In 2024 it offered match funding on trading income of £4000 but it also offers a learning and development programme and peer to peer learning. We will register interest as soon as we can.

## **Philanthropy/corporate sponsorship**

We will be reaching out to high-net-worth individuals who might be able to support our projects. Corporate sponsorship is another avenue that we are exploring.

# Appendix 5 – Engagement plan

ACTIVITY	PURPOSE/DETAILS	TIMESCALES
<b>PREPARATION PHASE</b>		
Stakeholder mapping	Identify all individuals and groups who have an invested interest, potential impact, or role in the project.	Q4 2024
Collateral and channels	Establish website, social media channels, funders pack, case studies of young people, videos, presentation for events, boards for launch, infographics etc.	Q4 2024 and Q1 2025
Learning	Seeking to understand best practice through conversations with groups like the Midsteeple Quarter in Dumfries.	In progress and ongoing
<b>FUNDRAISING PHASE</b>		
Grant applications	Apply to appropriate pots at a local, regional and national level to secure funding to deliver the project.	Ongoing
Crowdfunder	Set up crowdfunding page and promote through leaflets, social media, targeted emails, paid social media adverts and some phone bank/ advocacy work.	Q4 2024 and Q1 2025
Making contact with high net individuals, influencers and businesses	To build a community of supporters for the project either through funding or endorsement.	In progress and ongoing
<b>ENGAGEMENT PHASE</b>		
Awareness raising - PR & Media releases	Raise awareness of the launch of the CIC and plans. This will also support fundraising activities.	Q1 2025 and ongoing
Social media programme	A programme of content will be pushed through Facebook, Instagram, LinkedIn, YouTube and Tik Tok. This will help people to understand what we are doing and encourage interaction.	Begin Q4 2024 and ongoing



ACTIVITY	PURPOSE/DETAILS	TIMESCALES
E-bulletin to supporters	Capture bank of supporters' emails and keep them updated on activities and progress through monthly emails.	Begin Q4 2024 and ongoing
Updating website with content	Post regular updates and news on the CIC's website.	
<b>LAUNCH PHASE</b>		
Announce launch events	Through local media, website, emails to supporters & social media.	
Community Engagement programme of events and promotion	This will secure buy in from the local community on the planned programme of events and generate excitement around future activities.	Q1 and Q2 2025
<b>COMMUNITY BUILDING &amp; SALES PHASE</b>		
Develop E-commerce website to start selling work made by local artists and artisans.	To start generating revenue for the Creative Studio and Art Gallery.	Q4 2024
Attract artists to exhibit at the gallery	Use existing networks to reach talented people in order to create a credible arts base in the gallery.	Dependent on when property is secured
Attract new freelance members to join the studio	Using our networks to establish a credible base that will grow through word of mouth.	In progress and ongoing
Sell services to local and national businesses	A sales campaign will be developed to target businesses needing design and video services.	In progress and ongoing
Showcase talent and achievements of the freelance members on an ongoing basis	This should be factored into the content programme for regular e-bulletins and social media.	Ongoing



ACTIVITY	PURPOSE/DETAILS	TIMESCALES
Build confidence of freelance members	Hold monthly meetups with varied speakers to share tips, advice, best practice and answer questions so as build freelancers' confidence and capabilities.	Ongoing
Inform and engage arts and cultural organisations to gain support and develop partnerships	Build a regional and national arts and culture stakeholder list and share news, updates and case studies to raise awareness of the Creative Studio & Gallery. In time, seek to build partnerships and gain support.	Ongoing
Promoting and selling art and other merchandise	Via the website, social media and through e-bulletins.	Q1 2025 and ongoing

We will track success by reviewing the following metrics.

- Level of media coverage
- Social media engagement/interactions
- Click through rate to website
- Unique visitors to website and bounce rate
- Fundraising success
- Crowdfunder engagement, money raised and number of donations
- Endorsements and advocacy success
- Event attendance
- Success at recruiting artists and freelance members

# Appendix 6 – Communications and Marketing Plan

The overriding objective of this plan is to ensure that key stakeholders see the CIC as a positive vehicle for change in Bodmin. But it should also be recognised that the ambitious nature of the CIC and its commitment to introducing transformative changes to Bodmin will require careful stakeholder management to build support for our ambition.

With this in mind, our objectives must also include measures to firmly embed the CIC in the community so that it enjoys widespread support. Key objectives for the plan are listed below:

- **Ensure the CIC has legitimacy:** Communicate the team’s expertise and notable achievements to build confidence and trust across Bodmin
- **Be collaborative:** Our goals are to improve Bodmin, and we should work with all key stakeholders to make this happen
- **Communicate the CIC’s ambitions:** Many towns suffer from excessive scepticism, and it is important that we get across the CIC’s vision to establish buy in from communities and make sure people understand that we want bigger thinking for Bodmin. Maintaining a healthy and constant dialogue with stakeholders is essential to helping plans progress.
- **Ensure people can get in touch to learn more:** We need to be accessible to build credibility and make it easy for people to get in touch through the website or via social media. This will also help build advocacy and recruit volunteers
- **Win hearts and minds:** Getting people excited about the town’s future will help drive success and build momentum. By demonstrating results and communicating ambitious plans, we will seek to increase civic pride and strengthen people’s sense of place
- **Attract investment and funding:** By raising awareness of the CIC’s vision for Bodmin and generating excitement about future activities, we should be well positioned to target funders and investors.



## OBJECTIVES

### 2024-2025

- To raise awareness and understanding of our plans to improve Bodmin and planned activities, including the flagship Creative Studio and Art Gallery project
- To work with residents, community groups and businesses to improve it as a local asset.
- To successfully publicly launch the CIC.
- To directly engage with young creatives in the town to communicate our plans for the Creative Studio and Art Gallery, and to start to build a team of creatives that will become associates.
- To build a community of supporters to become advocates for the CIC as it launches and begins to develop a programme of activity in Bodmin.
- To recruit volunteers to help with marketing and supporting various projects and events.
- To consult with other relevant CICs to learn from their experiences.
- To build relations with key stakeholders such as Cornwall Council, Cornwall Chamber of Commerce, the Duchy, Falmouth University local councillors etc. and also funding bodies and potential donors in order to secure funding.
- To identify and apply for a number of grant applications.
- To launch a Crowdfunder that secures funding from a wide range of supporters, raises awareness and builds interest in the work of the CIC.

### 2025-2026

- To secure a pipeline of sustainable funding and revenue to ensure the CIC can plan more long-term.
- Use college networks to reach talented young people in order to create a credible arts base in the gallery.
- To continue regular engagement with key stakeholders and the local community to build confidence, raise awareness of the CIC and communicate work such as the shopfronts scheme and art in the alleyways project.
- Successfully launch the Creative Studio and Art Gallery and communicate its aims and ambition to a wide range of stakeholders.
- Build relations with funders and seek support from high profile figures across Cornwall to help legitimise our work.
- Continue to build a local supporter database and communicate regularly with them to update them on progress.



Year 1: Communications to raise awareness and encourage community engagement during the launch and development phase of Bodmin Revival CIC		
Objective	To raise awareness and understanding of our plans to launch Bodmin Revival CIC and begin an ambitious programme to revitalise the town.	
Public relations	<p>Ongoing hyperlocal PR activity at key points during the first 12 months of establishing the CIC.</p> <ul style="list-style-type: none"> <li>• Public launch</li> <li>• Crowdfunder</li> <li>• Announcement regarding plans for the Creative Studio and Art Gallery project</li> <li>• Announcement regarding the Chamber shopfronts scheme and Art in the Alleyways project</li> <li>• Call for volunteers to support the CIC</li> </ul> <p>This would be targeted at local print media, TV and radio.</p>	Q4 2024 and Q1 2025
Social media content	<p>Social media: all PR activity will be amplified using relevant social media channels. Also, regular activities should also be communicated through these channels to help raise awareness of the work being undertaken by the CIC.</p> <p>Channels should include LinkedIn, Facebook and Instagram.</p>	Timing to mirror PR activity
Videography/ photography/graphic design	<p>Keep a record during key stages (launch etc.) and use images/ videography/ timelapse to maximise PR/ public interest at key points</p> <p>Also create a sales deck and other graphics to promote the CIC's work and flagship project.</p>	Timing to mirror launch
Key stakeholder mapping	Identify key local stakeholders and meet with councillors, the local MP, Cornwall Council, the Chamber of Commerce and others to introduce the CIC and gather support.	Q4 2024



Year 1: Communications to raise awareness and encourage community engagement during the launch and development phase of Bodmin Revival CIC		
Objective	To build support among fundraisers and to apply to a number of grants, trusts etc. to secure funding to deliver our flagship project.	
Targeted mail/letters	Identify and approach local businesses/high net worth individuals seeking support for the CIC.	Timing to mirror launch
Apply to appropriate Trusts/public bodies for funding	Target a number of Trusts and public bodies to secure grants to deliver the Creative Studio and Gallery.	Ongoing
Launch Crowdfunder	Develop supporting materials – video, images etc. to build a Crowdfunder – and launch alongside the CIC’s public launch event. Potentially develop rewards scheme (T-shirts etc.) and invite businesses and seek to get early pledges.	Timing to mirror launch
Meet potential donors, fundraisers and businesses that can provide early pledges to the Crowdfunder	Seek meetings to present to individuals and contact with businesses that may wish to support the Crowdfunder and potential funders with a view to submitting an application in 2025.	Ongoing
Objective	Raise awareness of the Creative Studio and Art Gallery among freelancers and artists and seek to attract new members to join the studio and artists to exhibit at the gallery.	
Workshops/meetings with young people and potential members	Host workshops to attract new freelance members to join the studio and use college networks to reach talented young people in order to create a credible arts base in the gallery	Ongoing





<b>Year 2: Communication of the quick wins through delivery of shopfronts scheme &amp; art in the alleyways project. Full details of year 2 will be developed, depending on the success of grant/ funding applications.</b>		
<b>Objective</b>	<b>Successfully deliver Bodmin Chamber of Commerce Shopfronts scheme and art in the alleyways project.</b>	
Public relations	Communicate the success of these projects through media relations, emails to supporters and website content.	Q1 and Q2 2025
<b>Objective</b>	<b>Target funders to secure backing for the Creative Studio and Gallery project</b>	
Apply to appropriate Trusts/public bodies for funding	Apply to a number of grant bodies and trusts that we were unable to apply to in year one because we did not have 12 months of accounts.	Ongoing
<b>Objective</b>	<b>Launch the Creative Studio and Gallery</b>	
Communicate timetable to launch for the Creative Studio and Gallery	Once funding has been secured and property has been selected	To be determined
Public Relations	Communicate the launch through media and invite young creatives and key stakeholders to the launch.	To be determined
<b>Objective</b>	<b>Start generating revenue for the Creative Studio and Gallery Project</b>	
Set up website to generate revenue	Set up an E Commerce website that will sell products made by local artists and artisans	Q1 2025

# Appendix 7 – SWOT analysis and Risk register

## SWOT analysis

This is a framework to help the CIC assess and evaluate its competitive position in order to strategically plan next steps. This will be regularly reviewed and updated.

STRENGTHS	WEAKNESSES
<p>The Directors combine real expertise in business, film, community regeneration and education.</p> <p>Directors are invested in Bodmin’s community and representative of local organisations and the business community.</p> <p>There is a clear sense of mission and purpose to the CIC and directors are passionate about improving Bodmin</p> <p>The CIC has strong local stakeholder support with a thorough and comprehensive body of research supplying a solid foundation for its work and aims</p> <p>The CIC’s flagship project, the Creative Studio and Gallery demonstrates an ambitious vision that has a lot of support.</p> <p>The CIC has a strong business focus and is realistic about the future availability of public sector funding and funding in general. Financial sustainability is at the heart of plans.</p>	<p>The directors are all volunteers and most have other jobs/responsibilities in Bodmin.</p> <p>There is a need to secure funding quickly to build momentum and achieve our ambitions.</p> <p>The CIC is run by a small team – and this could cause problems with a lack of bandwidth.</p>



OPPORTUNITIES	THREATS
<p>The report “Transformative Projects for Bodmin Town Centre” identified and assessed many opportunities, and these will form the basis of the CIC’s work</p> <p>The CIC’s aims link to Cornwall Council’s creative manifesto goals and can help deliver regional policy goals at a local level.</p> <p>Bodmin is one of Cornwall’s youngest towns and there are many talented young people that will benefit from the Creative Studio and other future projects. There is an opportunity to reverse a longstanding brain drain that is forcing talented youngsters to leave Cornwall to pursue a career.</p> <p>Bodmin Revival CIC is collaborative in nature and will support other local organisations working on regenerative projects wherever possible.</p> <p>The devolution of Adult Education provision can offer opportunities to set up local training and skills development services</p>	<p>There is no guarantee that funding will be secured. This would slow progress and impact future plans.</p> <p>To make this a success will require considerable commitment from the directors – and the CIC may need to recruit more people to successfully fundraise and develop the CIC.</p> <p>There are many creative agencies across Cornwall and the Creative Studio project will have to demonstrate high standards of work in order to compete.</p>



## Risk Register

We have a robust approach to risk management, which is regularly reviewed at CIC meetings and constant updating of developments.

Category	Description of Risk	Likelihood of risk	Impact	Severity	Mitigating action	Responsibility	Progress on action	Status
Financial	Failure to secure funding for the Creative Studio & Gallery	Medium to high	High	High	Crowd funder & fundraising strategy.  Also, consider a smaller, more affordable building to launch the project	All	Focus on launch and development of Creative Studio in Woods Browning and continue search for suitable property for Gallery	In progress
Governance	Unable to make sufficient progress because of lack of bandwidth & directors not having enough time	Medium	High	High	Volunteer recruitment drive plus good project management, well-run meetings & directors having a clear understanding of their responsibilities	Chair	Meeting planned	Open
Governance	Unmanaged conflict of interest	Low to medium	Med to high	Med to high	Create a register to disclose and record any potential conflicts of interest	Chair	Develop a conflict of interest policy	Open
Governance	Friction with local community and a lack of support	Low	High	High	Engagement programme and regular updates issued to local community to build confidence in our activities	Chair	Organising a public launch	In progress
Compliance	Failure to make required returns to Companies House	Low	High	High	Clear processes in place including alerts.	Treasurer	Project management oversight	In progress