

Introduction & Summary

“We will strengthen the beating heart of our communities to achieve a future built on quality, partnership and a 21st century economy. We will use our natural environment to attract and retain the wealth creators. We will nurture and sustain learning as the foundation for our enterprising economy and community. We will be the strategic urban centre of Cornwall, the place where skills and qualifications create well-rewarded employment and enhance our quality of life.”

This plan is our vision for Bodmin and the six parishes of Helland, Lanhydrock, Lanivet, Withiel, Blisland and Cardinham in 2020. It is built on our core values of quality and partnership and focuses on the creation of a 21st century economy. Our plan is truly strategic, covering all aspects of our community life: economic, environmental, cultural and social. It makes clear how the community and partner organisations will organise themselves to make things happen. In other words, it is an holistic plan for our future.

We prepared this plan with the active participation of our community and our partners over a period of a year and a half. We involved local businesses, young people, voluntary organisations, tenants groups, landowners, tourism providers, shopkeepers, local councils, schools, our college, the churches, police, and regional agencies. We attended conferences and training sessions and held one to one meetings, seminars,

community events and briefing sessions in every part of our area. Led by the Bodmin and Surrounding Area Forum (BASA), this plan is rooted in our community.

We will create BODMIN FUTURES, a new organisation, as the focus for partnership working to implement our plan and achieve our 2020 vision. Through quality and partnership working, by 2020 we will:

- Be regarded as A CENTRE OF EXCELLENCE, creating an enterprise economy driven by a partnership between the community, public and private sectors. This will be underpinned by the highest quality of educational facilities at all levels.
- Position Bodmin as the STRATEGIC URBAN CENTRE of Cornwall.
- Make a difference through LEARNING and ACTIVE CITIZENSHIP where confidence is high and all ideas are valued as we work towards our vision.
- Have a HEALTHY community with a sense of WELL-BEING.
- Place the principles of SUSTAINABLE DEVELOPMENT at the very heart of our regeneration plans, running through each and every theme and action.
- Value our extraordinary NATURAL ENVIRONMENT as key to attracting WEALTH CREATORS and building a 21st CENTURY ECONOMY.
- Have a flourishing CULTURAL LIFE creating local employment, supporting tourism and contributing to the

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well-being of our residents and pride in our communities.

- **INSPIRE OUR COMMUNITY** through the creation of **BODMIN FUTURES** and forums such as **A YOUTH PARLIAMENT** to deliver our plan.

- See **VOLUNTEERING** and the **VOLUNTARY SECTOR** as instrumental to the success of our work.

- Take a **STAKE** in our community and economy, creating a **LOCAL INITIATIVE FUND** to reinvest in community projects, social enterprises and the wider economy.

We will achieve our vision through working in partnership with the private, voluntary and public sectors, and through existing partnerships such as the County Strategic Partnership and the North Cornwall Local Strategic Partnership, on a range of exciting projects and research as set out in this plan. Most importantly, our vision will be achieved through **QUALITY, PARTNERSHIP** and creating a **21st CENTURY ECONOMY**.

Bodmin has a long and successful track record in partnership working (see section 6) and welcomed the arrival of the Market and Coastal Towns Initiative for the South West (see appendix 2). This led directly to the development of this plan and the creation of **BODMIN FUTURES**.

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Section one

How we arrived at our Plan

SECTION 1: How we arrived at our plan

In the summer of 2001 Peter Serpell, then Community Regeneration Officer for the Bodmin Town Forum, heard about the Market and Coastal Towns Initiative (MCTi) at a presentation. The Forum was an existing successful community regeneration body. Peter, the Forum chair and the Bodmin Town Clerk decided to sound out the clerks of the parishes which had a natural association with the town – Blisland: Cardinham: Helland: Lanhydrock: Lanivet and Withiel – to gauge interest. The parish clerks were enthusiastic about the opportunity to work together to create a strategic plan for the seven communities. All the Parish Councils agreed to be involved. The Forum submitted an Expression of Interest in November 2001 supported by North Cornwall District, Bodmin Town and the six parishes.

In August 2002 we heard that we had been awarded £60,000 to prepare our Plan. North Cornwall District, Bodmin Town, the Forum, and the six parishes all contributed financially. In the autumn we attended MCTi events at Tiverton. We met Alan Caldwell for the first time and came away excited by the possibilities of MCTi. We asked Alan to host our first event, an Introductory Evening to launch and explain the power and potential of the MCTi. It was in January 2003 and was a great success. Nearly 60 people attended. Bryan Leaker from Minehead and Danny Hughes from Great Torrington were speakers. Afterwards we ran a series of community events where we identified our Vision,

Aims and Objectives, Themes and potential projects.

In June 2003 we set up a new Bodmin and Surrounding Area Forum to represent all seven communities, the town, district, county and Chamber of Commerce and Industry. We ran Theme Groups to look at the key areas of: Community and Health: Employment and Training: Housing: Culture and Tourism: Youth. Under the enthusiastic leadership of their chairs each group looked at the major issues, talked to key professionals, researched and worked on completing the Healthchecks.

By December 2003, we had a wealth of information and needed somebody to work with us to draw all the data together and guide us in preparing our plan. In January 2004, following an interview process, we engaged Alan Caldwell. From February to June, Alan helped us focus on specific tasks and challenged participants to think “outside the box” in order that our plan would be holistic and robust. He has successfully involved the business community, tapping into the expertise of influential local employers and getting them to “buy in” to the process of community-led economic and social regeneration. He also interviewed prominent local figures from the private, public or community sectors. In June we published the first draft of our plan. Bodmin College, which has obtained Science status, is very supportive of our initiative and particularly at the Super Learning Day at College on 7 July we found out what young people in the area thought about their future. We also linked with Higher Education and initiatives encouraging young people to remain or return to Cornwall.

We are now proud and privileged to present our refined plan. It represents the hard work, commitment and dedication of everyone who has fed their ideas, suggestions and amendments to Alan. It is in three sections: the strategic picture: a community profile: an operational plan. The first two sections are here, the third will be drafted by a new company limited by guarantee to be incorporated and which will be the “doing” organisation that will deliver the plan. We are now drafting its Memorandum & Articles of Association and establishing a “shadow board of directors”.

Cllr Ann Kerridge, Chair of BASA.

Section two

The structure of our plan

SECTION 2: The structure of our plan

Our plan has been developed following best practice in Community Strategic Planning (Ref: Re:sourcebook – planning for our community). Being a truly strategic document, our plan covers all

aspects of the future of our area: economic, environmental, cultural, social and community. It explains how the community and partner organisations are going to co-operate to make things happen. In other words, it is an holistic plan for our future.

The plan includes:

Our 2020 Vision	Current Situation	Strategic Themes	Strategies, Goals, Projects and Actions	Monitoring & Evaluation	Partnership Development
<p>The key features of the area in 2020</p> <p>The principles that will guide our work</p> <p>The obstacles to achieving our vision</p>	<p>A clear picture of the area as it is now</p>	<p>The main strategic themes that link the current situation to our vision</p>	<p>Our goals listed under each strategic theme</p> <p>The strategies we have adopted to achieve our goals</p> <p>The projects and actions to achieve each of our goals</p>	<p>How we are going to measure our progress towards our goals and ultimately our vision</p>	<p>How we are going to organise our partnership to make things happen</p>

SECTION 3: Our 2020 Vision

Our vision statement

“We will strengthen the beating heart of our communities to achieve a future built on quality, partnership and a 21st century economy. We will use our natural environment to attract and retain the wealth creators. We will nurture and sustain learning as the foundation for our enterprising economy and community. We will be the strategic urban centre of Cornwall, the place where skills and qualifications create well-rewarded employment and enhance our quality of life.”

The main features of our vision

Our partnership working will create:

- Affordable and attainable housing available to all residents of the area (rented and purchased).
- Excellent access to services: advice, health & welfare, education, leisure services, youth services, affordable housing, culture and heritage facilities, employment.
- First-class local education facilities at all levels with a close working relationship between employers, educational establishments and the community.
- Vibrant cultural life creating local employment, supporting tourism and contributing to the well-being of residents.
- Good transport links throughout the area and to the wider region. Integrated transport system.
- All year round and varied employment opportunities to attract a balanced population. Employment based on mix of manufacturing, service, high tech, research & development, tourism, home working and Small & Medium Sized businesses (SME) sectors. 2nd and 3rd generation unemployment should be eliminated through a focus on the needs of these people. Also capitalise on employment opportunities in the villages.
- Sense of place and pride in the community celebrating local/Cornish culture. Access to opportunity and choice encouraging personal development. Make Bodmin the place where our young people can stay and, for those who leave, a place to come back to.
- Healthy, housed and happy community. Vibrant, engaged individuals involved in the community (geographical and of interest).
- Safe, secure green spaces and urban environment with quality landscaping.
- A varied arts, retail, café, restaurant experience in a vibrant town centre.
- High aspirations for the future.
- A ‘balanced’ growth in the population.
- Pro-active and thriving village communities.
- A safe, relaxing and thriving town centre.

Section three

Our 2020 vision

- A vibrant place to be – come away with a buzz.
- A strong image for Bodmin and the surrounding area.

Our principles

- In achieving our vision we will be guided by the following principles:
- Seeking excellence in everything we do.
- Partnership working between the community, private and public sectors.
- Building the skills and experience of local people.
- Maximise the £ circulating in the local economy. Promote local sourcing and local enterprise. Always thinking locally and globally.
- Active citizenship.
- Making a difference through learning.
- Promoting citizenship. Respecting diversity in our community and promote tolerance and patience.
- Progressing through engagement and meaningful consultation.
- Supporting local systems to meet educational needs for all (e.g. Higher Education in Bodmin).
- Always allowing 'thinking room' to consider ideas and issues and space to learn.

- Owned by and achieved by our community.
- Learning from best practice regionally, nationally and internationally and put this into practice.
- Environmentally, economically, culturally and socially sustainable.
- Valuing our extraordinary natural environment.
- Always including the outlying areas, the villages and our rural hinterland.
- Always thinking about how we can assist existing projects, actions, groups, schools, employers etc.
- Managing expectations and raising aspirations.

The Importance of our Vision

The vision is the 'touchstone' of all our work. It sets out the main features of our plan and the principles that will guide our work. The vision will be used constantly by those charged with developing and implementing our plan. Any project idea will be measured against the questions:

- Does this help us achieve our vision?
- Does the work required fit with our guiding principles?
- Does it help us overcome the main obstacles our community currently faces (see current situation)?

SECTION 4: The current situation

Our Community Profile

We have prepared a separate 'Community Profile' of our area to inform and guide our work on the plan. This will be reviewed on a regular basis as statistics are updated and additional survey work completed. It is available on request.

A view from the past

In the revised edition (1947) of the Penguin Guide to Cornwall the section on Bodmin begins..

"To belittle BODMIN has in the course of time become almost second nature to most Cornishmen: witness the saying "Into Bodmin and out of the world."

It goes on..

"...the name conjures up for many visitors the idea of an inconvenient bottleneck on the main road and to the Cornishman the assizes and the lunatic asylum"

Written well over half a century ago, Bodmin has moved on but some of this view lingers in the consciousness of visitors and local people alike.

The Current situation – a snapshot

We have achieved a great deal over the last 30 years. Bodmin was a deprived,

depressed area following the loss of the Barracks housing the County Regiment, the Duke of Cornwall's Light Infantry, and more recently the Crown Court. The influx of people from London in the 60's brought a lot of challenges with cultural changes within the local authority and the community at large. More recently the area has started to move forward because of strategic provision and there has been substantial economic development especially in the service sector, food processing, manufacturing and Information and Communication Technology (ICT). However Cornish residents on average take home the lowest weekly earnings nationally Average house prices in Bodmin have risen 221% since 1995 and affordable housing demand outstrips supply.

We have a strong track record of partnership working; twelve examples centred on how we used the regeneration funding are listed in Section 6. We now have new opportunities and new challenges in data and information management to further improve our image and the "feel good factor" in the area through marketing and community involvement. We intend to continue to take advantage of new technology as a lever to build our skills base and to encourage quality jobs. The Market and Coastal Towns Initiative (MCTi) provides the partnership to overarch all this. It is a springboard for the future. It will look at new challenges and opportunities in a modernised economy for partnership working to make Bodmin the place to be to produce and progress.

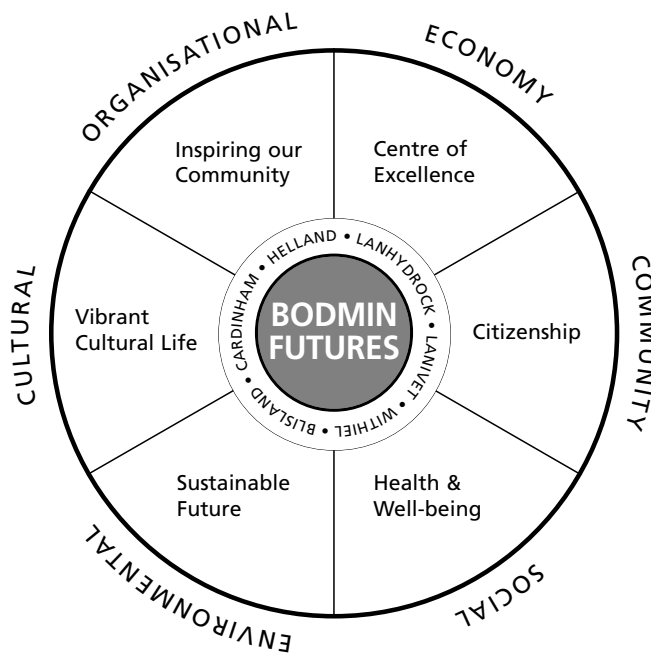
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Our strategic themes

SECTION 5: Our strategic themes

Strategic themes are the areas of interest that BODMIN FUTURES will have to address to move from where we are now to where we want to be in 2020.

Our plan is truly strategic, covering all aspects of our community life: economic, environmental, cultural and social and community. It also covers organisational issues, making clear how the community and partner organisations will organise themselves to make things happen. In other words, it is an holistic plan for our future.



Setting the strategic themes

Strategic themes (and the projects and actions within them) are interconnected. Seeing the links and connections will be essential in implementing our plan. Our development work has identified the following themes organised under the six areas of our holistic plan as follows:

Centre of Excellence

- Business, Enterprise and Regeneration
- Learning and Skills
- Tourism
- Villages and Parishes
- Town Centre
- Transport

Citizenship

- Active, happy and engaged citizenship

Health & Well-being

- Healthy living
- Affordable Housing
- Leisure & Recreation
- Access to Services & Overcoming Barriers
- Estate Action
- Young People

Sustainable Future

- Environment and Sustainable Development

Vibrant Cultural Life

- Sense of Place, Cultural Identity and Belonging

Inspiring our community

- Participating community
- Voluntary Sector & Volunteering
- Infrastructure
- Communication

Developing our strategic themes

For each theme we have considered:

- Our **goal**, making clear what we want to achieve within a 5-year period.
- Our **strategies** detailing how we plan to achieve our goal.
- The **projects and actions** we will undertake to implement the strategies.

The more detailed operational plan to be prepared by BODMIN FUTURES will set shorter-term objectives and prioritise projects and actions for each year.

Agreeing our strategies

A strategy takes you from where you are now to where you want to be. It links the current situation to the vision. Projects and actions are then identified to fit your strategy, helping you to achieve the desired vision.

Imagine a washing line where one pole is your current situation and the other is your vision. The strategy is the line that joins the two. Your projects and actions are the clothes you hang on the line.

BODMIN FUTURES will be using the following strategies to realise its vision for the area:

- **Research and Planning:** is essential in all aspects of our plan.

- **Taking a Stake:** investing in land, buildings and enterprise to achieve the vision.

- **Training and developing human resources:** concentrating on developing the skills and experience of the people within our groups, businesses, enterprises and community facilities.

- **Influencing others:** seeking to influence the policy, programmes and actions of others.

- **Inward investment:** looking outside our community to attract wealth, enterprises, skills, employment and resources. Investing in indigenous businesses especially growth businesses to create employment opportunities and wealth.

- **Loan funding:** giving enterprises in our community access to development funding.

- **Technical assistance:** providing the technical expertise required by enterprises and organisations in our community.

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Our strategic themes

Centre of Excellence

The key to achieving our vision is an enterprising economy with communities and businesses that strive for excellence in everything they do. Our enterprise economy will be driven by a partnership between the community, public and private sectors. It will be underpinned by the highest quality of educational facilities at all levels.

We believe that Bodmin is ideally placed to be the 'strategic urban centre' of Cornwall. By 2020 we will have seen a 'balanced' growth in the population to support our enterprising economy and encouraged by the high quality of life. There will be an integrated transport system throughout the area and to the wider region.

We will have developed existing sectors including: manufacturing, food, service businesses, research and development, transport, professional & especially the new ITC sector using companies (e.g. graphics and design). We understand that in the 21st century, knowledge is the intangible asset of wealth creation. We will embrace such industries giving our area, our companies and our community a competitive advantage.

We will have safe, secure green spaces and an urban environment with the highest quality of landscaping. We will have a varied arts, retail, café, restaurant experience in a vibrant town centre. We will have developed a strong image for Bodmin and the surrounding area built on quality and partnership working.

STRATEGIC THEME: BUSINESS, ENTERPRISE AND REGENERATION

Our goal: To have positioned Bodmin as the strategic urban centre of Cornwall. We will have strengthened our existing sectors including: manufacturing, food, service businesses, transport, research and development, professional and especially the new ITC sector using companies (e.g. graphics and design). We will have established Bodmin and our parishes as a Centre of Excellence for the 'knowledge' based enterprises of the 21st century and community based enterprise. Regionally we will have positioned Bodmin to benefit from the economic growth of the south west region.

Projects:

- Establish a BODMIN FUTURES 21st century economy panel to co-ordinate and promote this strategic theme. This panel would explore future scenarios for the economy and advise and promote innovative policies and proposals for the area.
- Undertake a research and development project to support this strategic theme (from identifying factors in attracting new enterprise) enhancing the quality of existing business start up advice and establishing ways to support existing businesses.
- Develop and implement a marketing and promotion strategy for the area based on quality of the environment, educational facilities and our partnership working.
- Develop a programme to support all aspects of visitor hospitality.

- Identify potential sites and buildings to support the creation of new enterprises (commercial and community). Establish 'Sustainable Business Clusters' to promote all aspects of sustainability, recycling, renewables, waste management, local sourcing etc.
- Support existing business and enterprise ensuring success and well-being of all industrial parks and estates.
- Develop a 'Centre of Excellence' in quality, training and innovation for the food industry.
- Ensure the highest quality of ICT infrastructure throughout our area to support our 21st century economy.
- Explore options to link into and expand upon business clusters in other Southwest towns and cities.
- Develop the area as a centre of excellence for business development (courses etc).

STRATEGIC THEME: LEARNING AND SKILLS

Our goal: To create a local culture where skills and qualifications create well rewarded employment and life long learning is contributing to the well-being of the area. We will have established a higher education facility in Bodmin through the Combined Universities in Cornwall as an essential foundation for our 21st century economy. We will be supporting learning facilities and opportunities from nursery to the mature members of our community. We

will have broken the 'brain drain' by ensuring that people return or have the appropriate skills to take advantage of new opportunities presented.

Projects

- Promote practical projects to link employers, employment opportunities and skills development (through the work of the BODMIN FUTURES 21st century economy panel).
- Undertake a research project on skills shortage and training needs to support an enterprising community and economy for the area.
- Establish an ongoing skills monitoring project.
- Undertake a research project on life long learning requirements, promote current provision and develop a future strategy.
- Secure a Higher Education facility in Bodmin through the Combined Universities in Cornwall.
- Support Bodmin College in its future plans to build upon its Science status.
- Develop a project with 'Sure Start' to provide nursery facilities for every child in Bodmin.
- Research, promotion and support for local employers to embrace skills development as an integral part of employee's terms of employment.

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Our strategic themes

- Develop a programme of holiday activities for children and teenagers.

STRATEGIC THEME: TOURISM

Our Goal: To develop a quality, local tourism association that is an integral part of our 21st century economy and serves both our community and our visitors. This sector will be built on the high quality environment (e.g. Bodmin Moor) and visitor attractions (e.g. Lanhydrock House) in the area and will focus the sector on health, green, heritage and cultural tourism.

Projects:

- Establish a local Tourism Association, working with the Tourist Information Centre and other partners to promote the sector.
- Encourage all tourist providers to be accredited under at least one approved quality standard and promote training opportunities.
- Prepare a marketing strategy for BODMIN FUTURES tourism sector.
- Support the development of Bodmin TIC both in Shire Hall and through the creation of a wider network of information points.
- Enhance and maximise existing opportunities (e.g. linking the Camel Trail to the town).

STRATEGIC THEME: VILLAGES AND PARISHES

Our Goal: To ensure that each Parish has a thriving and dynamic parish council providing leadership and direction for their community. Each of our six parishes will be participating in BODMIN FUTURES developing local solutions to local issues.

Projects:

- Challenge each parish to create a Steering Group to prepare and implement a Parish Plan as an integral part of BODMIN FUTURES.
- Support parish councils as a key organisation in leading their community. Encourage community enterprises to support and deliver local services and create employment opportunities.
- Pilot "Parish Service Delivery" to devolve responsibility for local services such as ditch cleaning, hedge trimming etc.
- Encourage learning (and dissemination of best practice) from other parish council projects nationally.
- Consider and promote an updated charter for parish councils.

STRATEGIC THEME: TOWN CENTRE

Our Goal: To create a safe, clean and vibrant heart to Bodmin providing a place where people want to be with a quality mix of shops, entertainment, services and homes to support our 21st century economy.

Projects:

- Undertake a major urban design study of the town centre to create a development and marketing framework for the town centre and the Conservation Area.
- Implement a development and marketing framework.
- Support and encourage the Chamber of Commerce and Industry.

STRATEGIC THEME: TRANSPORT

Our Goal: Bodmin is ideally placed to be the strategic urban centre of Cornwall by 2020. Our goal is to ensure a high quality, integrated transport system throughout the area and to the wider region to reduce our dependency on the private car. We will increase the means of accessing employment opportunities, services and community facilities throughout our area.

Projects:

- Work with Cornwall County Council and East Cornwall Rural Transport Partnership to develop and implement a high quality transport plan for the area linked to Cornwall Local Transport Plan – new plan 2006 –2011 consultation currently ongoing.
- An information and education project to raise awareness of available transport services (e.g. Corlink).
- Research and development project to explore different public and voluntary transport options (cycle buses, car sharing etc) and survey transport issues (journey to work problems, siting of bus stops etc).

Citizenship

We believe that our plan for 2020 must be built on an enterprising community where confidence is high and all ideas are valued as we work towards our vision. Our enterprising community will respect the strengths of diversity and promote tolerance and patience. In 2020 local people from all age groups will have a strong sense of place and will participate in all aspects of community and economic life. We will have made a difference through LEARNING and our success will be built on active citizenship

STRATEGIC THEME: ACTIVE CITIZENSHIP

Our Goal: To have tangible evidence that pride in our community is increasing and that local people, groups and businesses are becoming more involved in all aspects of community life.

Projects and actions:

- Prepare a 'Citizens Charter' for Bodmin and the surrounding area.
- Work with schools via citizenship curriculum.
- Design, implement monitor and evaluate a survey to measure our progress.
- Encourage projects across the age range (and inter-generational projects) to help promote active citizenship.
- Support the introduction of the Citizens Cup to be presented by Bodmin Town Council.

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Our strategic themes

Health & Well-being

By 2020 we will have a healthy, housed and happy community with vibrant, engaged individuals belonging to the community (geographical and of interest). We will have developed affordable and attainable housing available to all residents of the area (rented and purchased).

We will have excellent access to all services (e.g. advice, health & welfare, education, leisure, youth, housing and employment). Equally important, we will have removed the barriers to services that so many of our community face.

We will have fostered an increased sense of well-being and quality of life.

STRATEGIC THEME: HEALTHY LIVING

Our Goal: To increase the number of years people are free from illness and disease to increase their overall sense of well-being and quality of life.

Projects:

- Promote healthy living and access to quality information to enable people to take responsibility for their own life-choices.
- Ensure local people have access to top quality services – primary, community, acute and specialist.
- Undertake Health Impact Assessments on all projects and actions in the plan.

STRATEGIC THEME: HOUSING

Our Goal: To secure the resources to house our community and support our enterprising economy. This will include a full range of housing types and tenures.

Projects:

- Undertaking a detailed survey of housing needs in the area in partnership with the local authorities and housing agencies (updating NCDC 2003 survey).
- Undertaking a survey of potential development sites for affordable housing (all tenures).
- Explore the creation of a local housing development fund linked to BODMIN FUTURES (see establishment of Local Initiative Fund under Infrastructure theme).
- Research innovative solutions (good practice) to affordable housing in rural areas.
- Research current housing strategy and planning guidance.
- Explore the establishment of training programmes linked to housing developments to build the skills and experience of the local labour force (and create enterprise).

STRATEGIC THEME: LEISURE AND RECREATION

Our Goal: The creation of accessible, diverse and quality leisure opportunities to meet the needs of our whole community (town and parishes). These

will support our strategy encouraging healthy living and well-being.

Projects:

■ Research to identify how existing facilities can be better utilised and what the barriers to participation are at present. This would include analysis of what skills/qualifications are required and what training and employment opportunities are available for local people.

■ Survey residents to support the research project and identify potential new facilities.

■ Develop a fundraising strategy to support survey and research.

■ Develop specific projects to support access to leisure and recreation facilities.

STRATEGIC THEME: ACCESS TO SERVICES AND OVERCOMING BARRIERS

Our Goal: To close the gap between the services required by our community and the services (and their accessibility) that are currently available.

Projects:

■ Feasibility study into one stop shop and single access point promoting partnership working in service delivery.

■ Research and promotion project to highlight problems and promote solutions to social exclusion in Bodmin and the Surrounding Area. This should include:

- Well-trained, skilled workforce with a customer care focus.
- Access to county, regional and national services.
- Accessible services through all mediums (face to face, telephone, IT etc).
- Feasibility study to establish a Credit Union for the area (and/or link to the North Cornwall Credit Union).

STRATEGIC THEME: ESTATE ACTION

Our Goal: To actively engage local residents on the estates in improving their living environment and access to essential services.

Projects:

■ Undertake a campaign of involvement and awareness raising about the opportunities through BODMIN FUTURES.

■ Target specific action on the improvement of service delivery to the residents of local estates.

STRATEGIC THEME: YOUNG PEOPLE

Our Goal: To highlight the needs of our young people and focus resources on meeting those needs across our strategic themes.

■ To support Bodmin Town Council in the creation of a Youth Parliament as a critical ingredient of BODMIN FUTURES

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Our strategic themes

Build on the Cornwall Youth Manifesto and promote a BODMIN FUTURES Youth Manifesto.

- Promote the active involvement of the Youth Parliament to support a learning culture where skills and qualifications are essential to our 21st century economy.
- Establish a project through the Youth Parliament to tap the resources skills and experience of the retired community.

Sustainable Future

The principles of sustainable development are at the heart of our regeneration plans and run through each and every theme and action. Our business community will embrace these principles along with local organisations. We will maximise the £'s circulating in the local economy promoting local sourcing and local enterprise. We will take pride in our local economy and think local and global. We will create secure green spaces and urban environment. We place an extremely high value on our extraordinary natural environment as a key to attracting wealth creators and building our 21st century economy.

Exploring the potential of recycling and renewable energy as key parts of our community and economic life will be central to our work. We will seek to measure our progress against 'indicators of sustainability'.

STRATEGIC THEME: SUSTAINABLE DEVELOPMENT AND ENVIRONMENT.

Our Goal: To show dramatic achievements against all our indicators of sustainability (see Section 5 Monitoring and Evaluation) developed to monitor and evaluate our progress (e.g. sustainable construction methods, business longevity, recycling rate, CO2 omissions, renewable energy, public composting).

Projects:

- Establish BODMIN FUTURES sustainability forum to promote, educate

and advise on issues of sustainability in the implementation of the plan.

- Form a working partnership with Sustainability South West to promote and educate on issues of sustainability.
- Prepare a fundraising strategy to support work of BODMIN FUTURES sustainability forum.
- Establish indicators of sustainability and undertake an Ecological Footprint.
- Promote sustainable construction methods in all future development in the area.
- Provide public composting and recycling facilities throughout the area.
- Create 'Sustainable Business Clusters' among our business community to promote recycling, renewables etc.
- Feasibility study into 'green transport' options.
- Promote access to countryside (bridleways, footpaths etc).
- Promote conservation of green spaces as an integral part of our town environment.
- Investigate the establishment of a 'Renewables Loan (and/or grant) Scheme' to encourage businesses and homeowners to invest in renewable energy sources.
- Encourage the preservation of the built environment (architecture etc).

Vibrant Cultural Life

"Culture is about people and their lifestyles, and about the environment in which they live."

Bodmin will be an exciting place to live and work, somewhere you come away from with a buzz! Our flourishing cultural life will create local employment, supporting tourism and contributing to well-being of our residents. It will support our desire to create active citizenship.

We will create a sense of place and pride in the community celebrating local, Cornish culture. Access to opportunities and choice encouraging personal development will make Bodmin the place where our young people will want to stay and, for those who leave, a place to come back to.

STRATEGIC THEME: SENSE OF PLACE, CULTURAL IDENTITY AND BELONGING

Our Goal: To create a framework for the community and the younger generation of our area, that includes active citizenship, creativity, ownership, self-development and responsibility. We will celebrate multiculturalism, including promoting an understanding of Cornish culture through work with school children and family events involving all kinds of community groups in Bodmin and the surrounding parishes.

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Our strategic themes

Projects:

- Develop a programme of public arts for BODMIN FUTURES encouraging a 1% for arts funding support from all developments and business creation.
- Develop a cultural strategy for BODMIN FUTURES in partnership with schools, local groups, Youth Parliament etc.
- Hold a large annual event to give people a sense of pride in Bodmin (first year launching the cultural strategy).
- Research the role of a cultural strategy in promoting our 21st century economy (e.g. re-use of derelict buildings/ industrial units for craft enterprises/open studios programme/ training opportunities in craft industry).
- Promote 'open building programme' where important (but inaccessible) buildings are open to the public.
- Organise a programme of walking tours (e.g. 'Hidden Bodmin').
- Celebrate all local Saints days. Parishes are dedicated to many unique and local saints.
- Promote Saints Way walk.
- Re-enactments.
- Big dig to promote interpretation and enjoyment of local archaeology sites. Interpretation and promotion of ancient monuments and archaeological sites.
- Investigate bilingual signage
Initiate a regular programme of 'Welcome to your new town' events to welcome and involve new residents.
- Support local attractions (e.g. Bodmin and Wenford Steam Railway, St Petroc's etc).

Inspiring our community

Our work will be owned and achieved by our community through the partnership working of BODMIN FUTURES. We see volunteering and the voluntary sector as instrumental to the success of our work.

We value the excellent relationship with our Local Authorities and will work closely with the District, Town and Parish Councils. We see our work as complementing and supporting the statutory community planning process. Our partnership working will also look further afield working with charitable foundations, private sector investors and regional and national government agencies. We aim to create a Local Investment Fund encouraging individuals, agencies and companies to invest in projects that will underpin our work towards our vision.

We will develop the skills and experience of local people, find out what people are passionate about and then give them the skills to practice it. We want young people to be valued and part of the community – and for those who go away to study – attract them back to enrich the area with their wider perspective.

We will encourage our community to become involved in the work and always allow ‘thinking room’ to consider ideas and issues and space to learn. We will learn from best practice regionally, nationally and internationally and put this into practice, maximising European links.

STRATEGIC THEME: PARTICIPATING COMMUNITY

Our Goal: To create a culture of participation. We will encourage our community to become actively engaged in the improvement of their community by expressing their views, volunteering and taking part in local groups, forums, educational and employment opportunities.

Projects:

- The creation of BODMIN FUTURES as a community led organisation to drive the plan forward.
- The preparation of an annually reviewed Operational Plan for BODMIN FUTURES.
- Establish the BODMIN FUTURES learning network to exchange lessons and best practice across all of our projects and strategies.
- Provide the highest quality of information and support in all aspects of the plan to encourage community involvement.
- Establish a local community radio project and establish promotional strategy involving local press and media.
- Explore current Community Development resources and secure funding for additional requirements (estates, town and/or parishes).
- Build the skills and experience of volunteers and voluntary groups to create local solutions to local problems.

Section five

Our strategic themes

- Work with agencies to encourage the 'cultural shift' required to promote and support local solutions to local problems.

STRATEGIC THEME: VOLUNTARY SECTOR AND VOLUNTEERING

Our Goal: To make volunteering a normal part of life in the community, public and private sectors in our area and engage all parts of the voluntary sector in our work.

Projects:

- Research and promote exactly how volunteering and the voluntary sector can support the implementation of the plan through a volunteering and voluntary sector strategy (including funding) for BODMIN FUTURES.
- Support the idea of a 'One-stop-shop' for voluntary sector organisations (see Overcoming Barriers to Services) to have access to help and advice and develop local skills and experience.
- Awareness raising project for voluntary, public and private sector organisations.
- Promote employee volunteering and participation in government schemes.

STRATEGIC THEME: INFRASTRUCTURE

Our Goal: To have a fully operational Local Initiative Fund for BODMIN FUTURES investing in research, projects, actions, land and enterprises.

Projects:

- Research good practice in Local Initiative Funds throughout the UK and overseas.
- Establish BODMIN FUTURES Local Initiative Fund.

STRATEGIC THEME: COMMUNICATION

Our Goal: To have an excellent communication system operational across our area that is affordable, sustainable and flexible to allow information exchange at all levels.

Projects:

- Develop a communications and media strategy for BODMIN FUTURES.
- Encourage information sharing between statutory agencies, between voluntary organisations and with each other.
- Develop central signposting service linked to surrounding areas (touch screen) and through one-stop shop.
- Establish a community newsletter for BODMIN FUTURES.

SECTION 6: Partnership Working

BODMIN FUTURES – An Introduction

Partnership is one of our core values and we will create a new local organisation, BODMIN FUTURES, as the focus for working together to implement our 2020 vision.

BODMIN FUTURES will champion our work towards a 21st century economy as a locally owned partnership organisation. It will be established as a company limited by guarantee with charitable status. It will be owned by its membership who will be drawn from those who live or work (residents, businesses, organisations and agencies) within the BODMIN FUTURES area of the town and six surrounding parishes.

It will be fiercely independent and will ensure that our 2020 vision is implemented by taking a direct stake in projects and the wider economy, while working in partnership to influence and encourage others to make things happen. BODMIN FUTURES will prepare a detailed Operational Plan that will be reviewed and revised annually. It will be committed to ongoing training and skills development for those involved.

It will fundraise, create our Local Initiative Fund and be a strong, credible, focussed and dynamic force in building our 21st century economy.

Most importantly, BODMIN FUTURES will complement not duplicate the work or

role of any partner. It will build strong links with our Local Authorities, local businesses, voluntary sector and regional and national organisations to involve them in the organisation and the work outlined in the Plan. It will add value.

Structuring BODMIN FUTURES

BODMIN FUTURES will appoint Directors to manage its affairs. Directors will be drawn from a wide base reflecting community ownership and partnership working. Directors will be offered access to training to equip them for this role and enhance their skills and experience.

BODMIN FUTURES will establish working groups and forums to reflect the holistic nature of our plan and our strategic themes.

BASA Forum will support the work of BODMIN FUTURES in the early years of its development. This acknowledges the role and strengths of the Forum and in particular its strong membership throughout the area. It is envisaged that the two organisations will merge as the credibility of BODMIN FUTURES grows within our community, the region and as a national example of best practice in community economic development.

Resourcing BODMIN FUTURES

BODMIN FUTURES will seek funding for a Development Team to drive and deliver our 2020 vision. This team will grow as our work progresses and will include, for example, a Business Excellence Manager to lead our work on our 21st century economy. The BODMIN FUTURES

Section six

Partnership working

Development Team will work closely with staff in our partner agencies, ensuring added value in everything we do.

Partnership working – our track record

Partnership is not a new concept to our area. Indeed, we have an impressive record in innovative projects that will form an excellent foundation for our continued partnership working and 21st century economy. Examples include:

Single Regeneration Budget - (SRB2) Cornwall Developing in Partnership

Administered by Cornwall Regeneration. Projects in Bodmin involved partnerships with Bodmin Town Forum, Bodmin Town Council, Bodmin Chamber of Commerce & Industry, North Cornwall District Council and the private sector. 22 projects valued at £541k undertaken.

Town Centre Enhancements

Led by North Cornwall District Council in partnership with Bodmin Town Council, Bodmin Town Forum, Cornwall County Council, English Heritage, Heritage Lottery Fund, Single Regeneration Budget (SRB2) and European Regional Development Fund (ERDF). Major town Centre improvements at a cost of £2.1m were undertaken from 1998 through to 2002. Works included the redevelopment of the Shire Hall and Mount Folly, new car parking provision, streetscape and traffic calming in Fore Street.

Townscape Heritage Initiative (THI)

The THI encouraged private sector led refurbishment of derelict and dilapidated

buildings in the town centre by offering grants of up to 50%. The total value of projects was c£1.2m and the scheme was administered through a partnership of North Cornwall District Council, Bodmin Town Forum, English Heritage, private property owners, ERDF and SRB2.

St Lawrence Hospital site redevelopment

Originally this development was earmarked as a “flag-ship” Single Regeneration Budget 2 project. The Beacon Technology Park is now progressing as a South West Regional Development Agency (SWRDA) led partnership with North Cornwall District Council and Objective 1 supported by the private sector, the Town Council and the Forum.

Walker Lines Industrial Estate

A North Cornwall District Council led project, supported by Objective 1, the Town Council and Forum, to redevelop the former swimming pool site into high quality office and business accommodation.

Bodmin Foyer – accommodation for young people

As part of the North Cornwall dispersed Foyer project there is a proposal to redevelop a derelict hotel site in Bodmin. It will provide accommodation, training, personal development and employment opportunities for young adults together with ancillary facilities. Partners include North Cornwall District Council, Devon & Cornwall Housing Association, Bodmin Town Council, Connexions Devon & Cornwall, Cornwall Youth Service, supported by the Forum and other local organisations.

Berry Tower

The renovation of this 16th Century Tower, part of the Church of the Holy Rood, includes stabilising and restoring the building and installation of a viewing platform and has been carried out through a partnership of Bodmin Town Council, English Heritage, Cornwall Archaeological Unit, and County Environmental Trust and supported by North Cornwall District Council and the Forum.

The Renovation of the Football Club Grandstand

A project designed to develop the existing Grandstand premises into a purpose built facility to meet the needs of the Voluntary and Community Sector in Bodmin and Surrounding Area in the twenty first century. A partnership of Bodmin Town Council, North Cornwall District Council, the Forum and East Cornwall Council for Voluntary Service has been established to progress this project.

East Cornwall Recycling Centre

This facility was set up in Bodmin by North Cornwall District Council and Caradon District Council in partnership with Cornwall Paper Company Ltd. It opened in August 2003 following a total financial investment of £2.3m; this included a £1.7m grant from the Department for Environment, Food and Rural Affairs' National Waste Minimisation and Recycling Fund, £34,045 from the SWRDA and financial contributions from both councils and the Cornwall Paper Company Ltd. The project was supported by both Town Council and the Forum.

Beacon Local nature Reserve

Comprising the Gilbert Monument and 7.4 Hectares of open land, this area has been managed since 1994 as a Local Nature Reserve under a Countryside Stewardship Scheme and is run by a partnership of Bodmin Town Council and the North Cornwall District Council Coast and Countryside Service.

Bodmin Pride and Place

This is a three-year initiative aimed at raising the cultural and landscape identity of the town and its environs. Developed as a partnership between the town and district councils the project also includes Kernow Education Arts Partnership and North Cornwall Arts. It is also working with the Cornwall Audio Visual Archive, the Community College and the project is supported by the Forum.

Walking and Cycling Project

A project being led by the Coast & Countryside Service of North Cornwall District Council to create walking and cycling routes in and around Bodmin under the title of "Walk to Work." The project is designed to encourage walking and cycling to work, to school, for leisure and for health. It involves creating new safe off-road routes across the town and an extension to the Camel Trail to bring this closer to the town centre. A wide partnership has been created including NDC, Cornwall County Council, SWRDA, The Countryside Agency, Objective 1, East Cornwall Rural Transport Partnership, Town Council, Sustrans, and is supported by the Forum and the North & East Cornwall Primary Care Trust.

Section seven

Monitoring & evaluating the plan

SECTION 7: Monitoring & Evaluating the Plan

We see this as crucial to understanding our work and measuring our progress towards our 2020 vision. We will monitor and evaluate our work through our:

- **Community Profile:** Regularly updating and expanding our Community Profile as new survey work is undertaken and our community changes.
- **Ecological Footprint:** Undertaking an 'Ecological Footprint' to guide our work and ensure our actions are indeed sustainable.
- **Sustainability Indicators:** We will develop simple and effective indicators of sustainability for each one of our strategic themes.
- **Health Impact Assessments:** We will carry these out for every project we undertake.
- **Project criteria:** We will assess any programme or project through the following criteria:
 - **Sustainability:** meeting the sustainable development standards set by BODMIN FUTURES.
 - **Support of Partners:** will it secure the practical support of our partners?

- **Impact:** what will its social, environmental, cultural or economic impact be?
- **Integration:** how does it fit with our overall strategy and vision?

APPENDIX 1

The Market and Coastal Towns Initiative (MCTi) Process in Bodmin

DATE	EVENT
May 2001	Presentation on the Market & Coastal Towns Initiative (MCTi) by Cherida Fletcher (MCTi Policy Adviser)
Summer 2001	<p>Meetings with the Bodmin Town Clerk and a Town Councillor to discuss the potential of MCTi and involvement of the six parishes</p> <p>Meetings with the Parish Clerks with consensus for the seven communities to work together</p> <p>Working group established comprising the Bodmin Town Clerk, the Parish Clerks, the chair of Bodmin Town Forum, and the Bodmin Community Regeneration Officer to research information and draft the Expression of Interest (application form)</p> <p>Meetings and discussions with North Cornwall District Council (NCDC) Officers and Members, and other key local organisations, including the Chamber of Commerce & Industry, to develop a strong “partnership” to demonstrate community and professional support. Match funding secured.</p>
November 2001	Expression of Interest submitted
August 2002	Letter received confirming acceptance on to the Initiative with a grant of £60,000 approved to produce a Community Strategic Plan (CSP).

Appendix one

September 2002	<p>Meeting with the South West of England Regional Development Agency (SWRDA) case officer to discuss and agree a work programme to produce the CSP</p> <p>£7,000 allocated for “quick win” projects - £1,000 for each community</p> <p>Attendance at the MCTi Introductory Day event at Tiverton</p>
November 2002	<p>Meeting with SWRDA case officer and Alan Caldwell at which Alan agreed to host our first event - an Introductory Meeting – to be held at Lanhydrock on 15 January 2003</p> <p>Attendance at the first MCTi Annual Conference at Tiverton</p>
January 2003	<p>Introductory Event at Lanhydrock Golf Club</p> <p>Meeting with SWRDA case officer to discuss revised offer letter, work programme, and format of quarterly reports</p>
February 2003	<p>Two Community Consultation events held as follow ups to the Introductory Event – vision, themes, project ideas discussed</p> <p>Working group meetings held</p>
March 2003	<p>Attendance at MCTi Conference at Tiverton on drafting the CSP</p> <p>Bodmin Town Forum adopted a new Constitution to widen its remit to include the six parishes</p>
April 2003	<p>MCTi/Forum Co-ordinator appointed on three month temporary contract</p>
May 2003	<p>Attendance at MCTi Briefing Event in Plymouth on the proposed new regional organisation to deliver the MCTi programme</p> <p>Community Consultation event held</p> <p>Attendance at MCTi Briefing Event for Cornwall communities</p>

June 2003	<p>First meeting of the new Bodmin & Surrounding Area Forum. Constitution adopted and committee membership confirmed. Vision, Aims & Objectives, Themes and Terms of Reference for Theme Group members all agreed</p> <p>Three Theme Groups established</p> <p>MCTi/Forum Co-ordinator's contract agreed for 12 months</p>
July 2003	<p>Two more Theme Groups established</p> <p>Attendance at meeting re the setting up of a Cornwall MCTi Forum</p> <p>Cardinham parish "quick win" project approved</p>
August 2003	<p>Discussions re drafting a Newsletter</p> <p>Theme Groups starting to work on the Healthchecks</p>
September 2003	<p>Attendance at Development Trust Association training day</p> <p>Meeting with SWRDA case officer to review progress against plan</p>
October 2003	<p>Attendance at Cornwall MCTi Forum meeting</p> <p>Attendance at Community Enterprise seminar</p> <p>Attendance at Parish Plans training event – linkages with MCTi</p> <p>Meetings at Bodmin College re youth involvement in the MCTi</p>
November 2003	<p>Lanhydrock, Lanivet and Withiel parishes "quick win" projects approved</p>
December 2003	<p>Distribution of our first Newsletter – "Breaking News"</p> <p>"Yoof Say" Consultation Event with young people</p> <p>Two Community Agents appointed on three month fixed-term contracts – Administration and a Healthcheck Co-ordinator</p>

Appendix one

January 2004	<p>Following a tendering and interview process, Alan Caldwell appointed as Consultant to work with us in drafting the CSP</p> <p>Meeting at Bodmin College with student council re youth involvement in the Forum and MCTi</p> <p>Blisland parish "quick win" project approved</p>
February 2004	<p>First, Second and Third Consultation Events held and facilitated by Alan Caldwell</p> <p>Meeting with a key local businessman re arranging an Employers Lunch in order that we could engage the business community</p> <p>Meeting at Bodmin College re its award of Science status and involvement with MCTi</p> <p>Employers Lunch with key local businesses hosted by Alan Caldwell</p> <p>Survey of town Centre premises undertaken</p> <p>Survey of Retailers undertaken</p>
March 2004	<p>Fourth Consultation Event facilitated by Alan Caldwell</p> <p>First draft of the CSP published</p>
April 2004	<p>Attendance at Cornish communities MCTi Forum</p> <p>Attendance at a series of meetings with Alan Caldwell meeting NCDC Officers, representatives of the parishes and tourism providers</p> <p>Fifth Consultation Event facilitated by Alan Caldwell</p>
May 2004	<p>Second draft of the CSP published</p> <p>Attendance at Withiel Parish Plan meeting</p> <p>Meeting at Bodmin College to plan for the Super Learning Day proposed for July</p> <p>Bodmin Town "Quick win" project approved</p>

June 2004	<p>Business Planning meeting facilitated by Alan Caldwell</p> <p>Attendance at Countryside Agency Parish Plans event</p> <p>Attendance at Action for Market Towns event in Looe</p> <p>Attendance at Co-Active seminar on Community Enterprise</p>
July 2004	<p>Participation in the Super Learning Day at Bodmin College</p> <p>Third draft of the CSP published</p> <p>Community Consultation Day – an opportunity for the public to comment on the plan</p> <p>“Next Steps” meeting re the organisation that will deliver the plan facilitated by Alan Caldwell</p> <p>Helland parish “quick win” project approved</p>
August 2004	<p>Contacts established with key players in the Knowledge Economy, Higher and Further Education</p> <p>Fourth draft of the CSP published</p>
September 2004	<p>Fifth draft of the CSP published</p> <p>Attendance at SWRDA Futures Conference at Cheltenham</p> <p>Meeting with key NCDC Councillors facilitated by Alan Caldwell</p> <p>Second “Next Steps” meeting held with Alan Caldwell</p> <p>Meeting with NCDC Officers to update re the plan</p> <p>Publication of the Final version of the CSP incorporating a Community Profile</p>

APPENDIX 2

The Market and Coastal Towns Initiative (MCTi) for the South West

An Introduction for Communities – What it is and what it is not!

The MCTi requires everyone involved to think differently. It is not a grant programme to fund projects. It is a community led initiative which helps communities organise themselves to prepare and implement a plan for the future of their town and surrounding area. The plan should cover all parts of community life and should look 20 to 30 years ahead, setting out a vision of what your town should be like. To help you the MCTi offers financial help and professional assistance to:

- Involve all sections of your community.
- Prepare a well thought through, strategic plan for the future of your town and surrounding area.
- Organise your community to help make your plan happen.

This is your end of the bargain. Having organised yourselves and prepared your plan, your agency partners will come together to help you make the projects and actions in your plan happen.

Communities need to think differently. You need to stop thinking about projects and pull together a long-term plan for

your future. You need to organise yourself into a town partnership that brings together your different interest groups and ideas. You need to build relationships with your partners by involving them in your work. This is not about ticking the right boxes in an application form! It is about meaningful, long term, partnership working.

In summary:

- The MCTi trusts local communities. It is about agencies working to a community led agenda.
- The MCTi involves a partnership of agencies. It is not just the South West of England RDA.
- The MCTi is about a plan that covers all aspects of your community life: social; economic; environmental and cultural.
- The MCTi is simple not complicated. It helps communities to involve local people, plan for the future, organise themselves, implement their plan and learn while you are doing it.
- The MCTi is a new way of working that requires you to think differently. There is now a great deal of guidance and experience out there. Read the material, ask other communities, use the professional help available. Don't be tempted to make it up!

Exactly what is this new way of working?

The MCTi:

- **Is** about the active and meaningful involvement of your community.
- **Is not** led by agency staff or priorities.
- **Is** about building community skills, experience and partnership working.
- **Is not** a grant programme for projects.
- **Is** linked directly to statutory Community Planning.
- **Is not** a challenge process.
- **Is** a long-term vision.
- **Is not** a short-term fix.
- **Is** a strategic approach to your community's future.
- **Is not** a wish list or well organised wish list.
- **Is** about brokering funding, practical help and advice.
- **Is not** specific amounts of money for prescribed projects or themes.
- **Is** about rooting the work and skills in your community.
- **Is not** about appointing Project Officers to do it all for you.

How does the MCTi help you to work in this new way?

You should look at MCTi funds as coming in two different 'bags' of money and assistance. The first is seed corn money and assistance. The money that will help your community develop, grow stronger and acquire the skills and experience you will need to achieve your vision. The second is investment money and

assistance. This will help you make your carefully thought through plan happen.

What is in the first 'bag' – Seed corn money and assistance?

You can use the first bag to:

- Involve your community (especially those hard to reach groups);
- Prepare your long-term plan;
- Train local people and organisations;
- Get a simple, easy to do project done to build confidence and support;
- Get important projects to a funding ready stage;
- Employ and train local people; Learn from and visit other communities and useful organisations.

What is in the second 'bag' – Investment money and assistance?

You can only get access to this second bag of money, support and assistance when you have:

- Involved your community;
- Prepared your long term plan;
- Built the local partnership that will help your community make things happen.

You can then:

- Identify the partners you will need to broker the assistance, support and funds you will need to implement your plan;
- Bring the key partners together to discuss your plan, identify other partners you might need and how you can work together.

This will help your community to:

- Make the projects and actions in your plan happen;
- Appoint people to help your local partnership make things happen on the ground.

So what are the MCTi brokering tables we hear about?

The local brokering table is where you will invite supportive agencies and organisations to help you make your plan happen. It will help you open the second investment bag of money, support and assistance to make your plans happen.

Brokering requires everyone to think differently. As you reach the stage of completing your plan your local partnership should call upon a training and briefing session to get the brokering process started and inform everyone involved. This will help ensure that the local brokering table provides 'one door to many doors' identifying the support, assistance partners and funding sources you will need to make your plan happen.

The brokering process:

- **Is** about partnership working, building a common understanding of everyone's requirements and unlocking funds.
- **Is not** a single pot of money.
- **Is** about opening up a dialogue with your partners.
- **Is not** about an exchange of cheques.

- **Is** about simplifying the application process.

- **Is not** about a single application form.

- **Is** about establishing an ongoing working relationship.

- **Is not** a single meeting.

- **Is** about involving key organisations.

- **Is not** about every funder being present around the table.

- **Is** about money, advice, support and good practice.

- **Is not** just about money.

In summary

The MCTi is about:

- Trusting you as a community.
- Working in a different way.....not just thinking about projects but the future of your community.
- Trying different things, looking forward and being bold.

Alan Caldwell

*lead consultant to MCTi
Bodmin & Hinterland Introductory
Meeting, Lanhydrock
15 January 2003*

The Market and Coastal Towns Initiative (MCTi) for the South West

An Introduction for Communities – 10 Tips to get you started

1. Be prepared to think differently!

MCTi is about a long-term plan, partnership building and involving your community. It is not a grant programme for projects.

2. Don't reinvent the MCTi

There is now a great deal of written guidance and practical experience out there - communities, agency staff and consultants. Use it, ask questions and don't be tempted to make it up!

3. Concentrate on involving your community

The long-term process will not be successful if you only involve the usual suspects. Use your 'seed corn' money and assistance to reach all parts of your community

4. Don't waste money on projects at the early stage:

The 'seed corn' money and assistance is the key to unlocking the major funds your plan and partnership will need to be successful. If you spend it all on

short-term projects you will only achieve a fraction of what is possible

5. Concentrate on making your plan and building your local organisation

The stronger your local partnership, and the more involved your local community are in making the plan, the more successful you will be.

6. Be bold about your vision

Concentrate on your vision. Don't be tempted to make up a simple, catchy slogan. Get help to structure sessions to think through what kind of place you want your community to be twenty years from now. Be bold.....!

7. Build good partnership relationships

This is not a grant application programme. It relies on building good relationships with all the people you need to help your organisation and make your plan happen.

8. Get good quality advice

Don't hesitate to bring in good quality advice. If the skills and experience exist in your community use it....but be honest if you don't think they are there, and buy them in! Poor advice (no matter how good the motives) will only shortchange you in the long run.

9. Don't forget about training, networking and learning

The one that's often forgotten in the

Ten tips to get you started

rush to make projects happen. This could be the most valuable part of building the skills of your community and partnership. Try to involve staff from your agency partners in the same training sessions. Learning together is best!

10. Keep an eye on
www.southwesttowns.net

Still in its early stages of development, this is a central source of information and advice for the MCTi.

Alan Caldwell

*Lead consultant to MCTi
Bodmin & Hinterland Introductory
Meeting, Lanhydrock
15 January 2003*