Bodmin Agri-Food Centre Demand/Concept Study

A report commissioned by Better Bodmin

Final Report

October 2016

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EXECUTIVE SUMMARY

I. Bodmin has an established agri-food cluster. A quarter of people within a 20 mile radius of Bodmin are employed in the food and drink sector, and 22 percent of businesses are food and drink related, emphasising the sector's position as a critical part of the local economy. This study seeks to develop initiatives to help businesses expand in terms of their operation, and knowledge base, which in turn will help see the agri-food sector grow, not only in Bodmin, but across the wider Cornwall area. It follows an earlier initiative to establish a Food Enterprise Zone in Bodmin, and this remains an aspiration should the opportunity arise.

II. A key proposal is the development of an Agri-Food Centre that capitalises on the strengths of the sector, and acts as a hub/focus for Cornwall. The study considers the demand for different functions and services, through discussions with local service providers, education institutions and the businesses already operating in the area. It also looks at how similar centres and the provision of business support services elsewhere in the country operate.

III. Consultation with a range of stakeholders and businesses highlight the good level of demand for a range of services and functions. From a business survey undertaken the majority of responding businesses were micro-businesses, with 90 percent employing less than 10 people, and they highlighted many of the issues facing growing and new business ventures, including assistance with marketing, product development, food safety, suppliers, distribution, premises and capital expenditure. From the business survey a high proportion would look to use some form of service or business support, and 25 percent would consider moving to purpose built food units at Bodmin.

IV. The services and functions highlighted include:

- Specialist business space, focussing on accelerator units for growing companies, rather than incubation space for start-ups. This is because many businesses have already been established at home, or in small non-specialist industrial units, and furthermore start-up space will be a key focus of developments at Norton Barton.
- Based on the outcome of the demand assessment, production units specifically developed as grow-on space should deliver a basic food-grade fit-

out, to allow flexibility for the varying requirements of businesses.

- A knowledge transfer hub providing business support. Knowledge and support services are already available from a wide range of sources, but these should be mapped and condensed into a central point of contact, in order to provide the most efficient and cost-effective service to businesses.
- A test kitchen, although this service can be accessed in existing locations such as Duchy College. Given the high costs of both developing and maintaining such a facility, relationships and links with the Duchy College should be explored, promoted and developed, possibly with a small kitchen run in conjunction with the College.
- A logistics hub incorporating storage (particularly cold storage), which is an issue for many businesses. The hub will seek to coordinate distribution including consolidation.

V. There is potential for the Agri-Food Centre to bring together all elements of support and training allowing businesses to get the appropriate support, in the most cost-effective way, and the key driver to building the agri-food sector is knowledge transfer. Developing a central point of contact for accessing services and business support is seen as the number one priority.

VI. The FE/HE institutions have a key role to play in the delivery of the centre and the different colleges cover different aspects of the sector. Whilst each college engages with businesses separately, a collaborative approach is needed.

VII. Development should not be restricted to the food manufacturing businesses, but needs to embrace the wider supply chain and engage with primary producers, engineering and distributors to ensure a holistic approach.

VIII. Joint working is essential, especially building on relationships with other centres with a food-centre element, and other food clusters. Functions of all the centres should be complementary rather than competing.

Key Recommendations and Actions

IX. The report makes a number of key recommendations which are then developed to provide a series of priority themes which focus on specific actions to implement the following recommendations:

1. Prioritise projects to ensure the Agri-food Centre is deliverable. The proposal needs to align with Cornwall Council's and the LEP's priorities, and be regionally important to improve education, efficiency and productivity within the agri-food sector across Cornwall
2. Identify a suitable site working with Cornwall Council to develop a viable development option in Bodmin. The site should accommodate:
   - 4 x 100 sqm and 6 x 150 sqm accelerator units
   - A central building with a 50 sqm managers/admin office and a 50 sqm meeting room (with potential for subdivision/expansion dependent on the number of staff, etc), 100 sqm kitchen and 200 sqm breakout space/cafe
   - A 500 sqm storage/distribution hub
   - The site should allow for additional expansion of businesses, and inclusion of a wider area for a Food Enterprise Zone, which may be considered in the future.

   The minimum site area required would be circa. 1 ha but a site area of 3+ ha should be considered for to allow for a more ambitious FEZ proposal.
3. Undertake further feasibility work to develop a full bid for the capital funding of the Centre, encompassing a detailed feasibility study of the physical elements and to determine the best way of seeking funding.
4. Develop a Knowledge Transfer Portal. This can be an early win with a portal established through an existing provider such as the Growth Hub, but with the aim to develop a permanent presence in the Agri-Food Centre in the longer term.
5. Develop and strengthen links to the knowledge institutions developing a programme of collaboration and activities between the educators and businesses.

X. The priority themes describe in more detail how these recommendations should be implemented. Each priority theme outlines a series of tasks, next steps and recommendations as to how the resource management should be organised for the delivery of the different themes.

1.0 INTRODUCTION

1.1 Bodmin has a strong relationship with food and drink related businesses and for some time has seen the need to develop initiatives that will assist these businesses to expand both in terms of their operation, on-site capacity, and also the markets that the businesses sell into. This report has been commissioned to explore the development of an Agri-Food Centre within the Bodmin area that could deliver processing space for new and growing businesses, and also provide a range of services that will promote and support a flagship agri-food business growth area for the whole of Cornwall.

1.2 Better Bodmin, which has commissioned the study with funds provided by the Cornwall and Isles of Scilly Local Enterprise Partnership, believes Bodmin can be a hub for the food and drink sector in Cornwall, building on the cluster of agri-food related businesses already located there. It identifies a range of initiatives that could contribute to the hub, which include the Agri-Food Centre, a centralised livestock market and agricultural support services. Within the Agri-Food Centre, there could also be a food research and knowledge transfer centre, small industrial units, and additional land to provide scope for business expansion. The study explores the demand for these services, and also other priorities that the agri-food sector considers appropriate.

1.3 Cornwall is one of 17 areas in England that was awarded a share of £830,000 of government funding to develop Food Enterprise Zones, which are to be built around a Local Development Order to overcome barriers to planning permission and fast-track the expansion of food and farming businesses within the zone.

1.4 The award of the Food Enterprise Zones was administered by Cornwall and Isles of Scilly Local Enterprise Partnership (LEP). After inviting expressions of interest, the LEP received seven applications. It was decided that two of those, at Norton Barton Farm, Launcells, Bude and Trewithen Dairy at Lostwithiel, would be taken forward immediately. A third project, proposed an Agri-Food Research Centre and business incubation space at Bodmin, which was put forward by the Better Bodmin Partnership, was thought to have great potential but required more feasibility work to progress it. Whilst the proposal identified a location within the Callywith Urban Extension, the site was largely greenfield, in two ownerships, and thus raised a question over its development in the short term.

1.5 The LEP has agreed to fund this initial Demand/Concept, recognising the potential to develop a hub that aligns with a number of priorities relating to agri-food set out in its Strategic Economic Plan. To assess the potential demand for such a Centre, BE Group has undertaken research to understand the needs of agri-food related businesses in the area, and to determine the scale and nature of both premises and services that the businesses feel are key to the development of both individual businesses and of an emerging food and drink cluster at Bodmin.

1.6 The work considers:

- The context in terms of the scale and nature of the food and drink sector in Cornwall, and support for the sector from local and central government
- The strengths of Bodmin as a location for the development of the food and drink cluster, taking into account businesses already located there, education provision for the industry, workforce and transport and accessibility from Bodmin. This evidence has been derived from extensive consultation with a wide range of organisations
- The nature of existing food parks around the UK, looking at the scale, type and quality of units, shared facilities, management arrangements and costs
- The performance, experience and needs of businesses engaged in the sector. These have been derived through discussions, and a business survey of 130 companies
- An initial assessment of the property and locational requirements of the Agri-Food Centre, with an indication of the cost of such a development
- Recommendations on the scale and nature of the Centre, associated services, and the options for the delivery and running of the Centre.

1.7 Whilst this report is part one of a two-part study, looking at need and demand, initial comment is made on the delivery of different elements of a central hub with business space primarily aimed at food and drink processing but which will embrace the wider supply chain for the agricultural, food and drink sectors.

2.0 CONTEXT

2.1 This section sets out the context for the study in terms of the local, regional and national policy to support the agri-food sector. It considers the priorities of Bodmin Town Council and Cornwall Council, through its Local Plan, and the Local Enterprise Partnership (LEP) through its Strategic Economic Plan.

2.2 The section looks at the strength of the local food and drink sector in terms of the economic profile and the scale and nature of local businesses, both across Cornwall and also on a more local scale around Bodmin.

Policy Context

2.3 This section analyses the various policies that can help shape Better Bodmin's approach and ultimately any bidding that it may make for funding for the Agri-Food Centre.

Bodmin Town Framework – Cornwall Council

Cornwall Local Plan – Strategic Policies – Cornwall Council

2.4 This document sets out the social, economic and development vision for Bodmin. The Framework was produced as a supporting document to Cornwall Council's Local Plan Core Strategy, now the Strategic Polices Submission Version. The Framework was developed in consultation with the Town Council and other organisations.

2.5 The Framework identifies Bodmin as an economic hub. In order to maintain this and achieve ongoing growth, it is proposed that to 2030 3,000 new homes are developed, with 7,700 sqm of office space and 8,800 sqm of industrial floorspace built, delivering 650 new jobs.

2.6 Commercial development will be concentrated in two areas; Beacon Technology Park, and sites in and around the Callywith Urban Extension, close to the A30.

2.7 These strategic aims have now been incorporated in the Local Plan Strategic Policies document. This identifies Bodmin as a growth hub for Cornwall. The creation of 3,200 new homes in the wider Bodmin Community Network Area, will increase the number of households significantly, from around 8,200 currently. Today, Local Plans must ensure that household growth is in balance with jobs growth and the Strategic

Policies Document seeks to strengthen the employment base through the promotion of the strategically located employment sites, close to the trunk roads, and the creation of more high quality jobs.

Strategic Economic Plan – Cornwall and Isles of Scilly Local Development Partnership

2.8 The Strategic Economic Plan (SEP) sets out the LEP's vision for the region to 2020, and identifies a number of key areas and specific projects which will be prioritised during that period.

2.9 There are a number of key areas relevant to the food and drink sector:

- ***Agri-food*** – Business growth and infrastructure programmes to deliver productivity improvements in agri-food
- ***Agri-tech*** – Of which supply chain integration is one part of the wider agri-tech agenda
- ***Skills, talent and raising aspirations*** **–** Programmes to raise skills, guide and educate young people, and stronger business involvement in skills delivery
- ***Hub and spoke support for bedrock sectors*** **–** Tailoring national and local support for large employment and other strategic sectors. This is in addition to the development of the new Growth Hub.

2.10 Developing the agri-food sector is a key priority and the SEP highlights the need to improve productivity and innovation across the sector, which is recognised as being 2.5 times more important in employment terms in Cornwall than the rest of the UK.

Economic and Culture Strategy – Cornwall Council

2.11 This strategy sets out the economic ambition for the Council to 2020 and highlights the key economic issues and areas of focus for the County. The development of the proposed Agri-Food Centre would support two of these areas of focus – Business Transformation and Employment and Skills.

2.12 In terms of 'Business Transformation', the Strategy highlights the importance of providing the right conditions for business-led growth, to support innovation, to promote a culture of enterprise to increase productivity, and to support business resilience. The Strategy sets out a number of priority actions which will help to achieve the transformation of Cornwall's businesses. The actions which can be supported through the development of the Agri-Food Centre are:

- Provide support for potential, new and existing business
- Remove physical infrastructure obstacles to business growth
- Actively seek inward investment
- Bring Higher Education and Further Education closer to businesses, to grow Research and Innovation asset base
- Promote sustainable supply chain development
- Enable more dynamic and better connected micro and small businesses
- Support delivery of a high quality stock of sites and premises to enable business growth and expansion
- Improve the profitability, productivity, competitiveness and resilience of existing businesses whilst also attracting new businesses and new industries that have the potential to deliver growth.

2.13 In terms of 'Employment and Skills' the Strategy highlights the need to improve the skills of Cornwall's population in line with the needs of the county's economy in order to increase personal incomes, and company productivity and growth. The development of the proposed Agri-Food Centre can help to achieve this through a number of the priority actions set out in the Strategy:

- Enable growth through business skills development
- Encourage progression into the labour market and progression through the labour market
- Provide informed, accessible and impactful labour market and economic intelligence to identify and inform future employment and skills opportunities.
- Work with local 'suppliers' to meet future skills needs through evidenced intelligence
- Support the development of research and innovation in Cornwall by increasing levels of research and development and develop an innovation culture from early ideas through to commercialisation and implementation including technical skills development
- Promote the development of the 'ladders of progression' from schools to Further Education, Higher Education, Lifelong Learning and employment.

Food Enterprise Zones

2.14 In 2015 DEFRA announced the creation of 11 Food Enterprise Zones to be located across England, with Cornwall identified as one of those locations. The purpose of the FEZs is to ensure that communities are able to grow their businesses while allowing them to protect their valuable countryside, and allowing the local community to decide what kinds of businesses should be in their FEZ and where it should be located. FEZs are distinct from the established Enterprise Zones developed across the country for different growth sectors where business rate relief and other tax advantages are available to qualifying businesses.

2.15 Grants of up to £50,000 were made available to set up FEZs. Based around Local Development Orders, and in line with local priorities, they aim to make the planning process simpler and easier for food and farming businesses that want to expand.

2.16 A key element is to encourage closer ties between food and farming businesses to boost the domestic food and farming sector.

2.17 FEZs will also allow more local decision making on planning and development issues involving food and farming businesses.

2.18 Cornwall, through the LEP identified two potential locations. Norton Barton Farm is a location for new artisan businesses to develop, and Trewithen Dairy, was proposed for the further development of the large scale dairy industry there. However, at that time there was a view that the whole of Cornwall and the Isles of Scilly should be designated as an FEZ with LDO's and other support structures being used where appropriate on certain sites. The Better Bodmin proposal sought to develop an Agri-food Innovation and Business Growth Area through a combination of a specialist food supply chain research and knowledge exchange hub, and incubation and grow-on facilities, with the objective of developing support industries and prime produce supply chain, both within Cornwall and also focussing on the wider national and international markets.

2.19 There is potential for the development of an Agri-Food Centre to support and enhance a new application for a Bodmin FEZ, or the extension of the existing FEZ to a further site. Alternatively, an application may be made under a further round of creating Food Enterprise Zones.

2.20 Better Bodmin should also explore whether the LEP and Cornwall Council could consider other forms of business support outside those provided in a FEZ for companies locating there, for example business rates relief.

2.21 Any development should also sit alongside the FEZs, in particular at Norton Barton Farm, with strong linkages to the services and initiatives that emerge from it, but the network should also be widened to other FEZs in the South West.

Rural Development Programme for England (RDP)

2.22 This programme is one of several European funding streams, set out in the European Commission's investment in rural priorities for England to 2020, which at the time of adoption set aside over £4 billion. This programme of investment is now at risk, and should the exit from the EU proceed in the short-term, it is envisaged that the funding will be curtailed (possibly before 2020).

2.23 The RDP LEADER funding sets out six priorities, which are:

- Support micro and small businesses, and farm diversification
- Boost rural tourism
- Increase farm productivity
- Increase forestry productivity
- Provide rural services
- Provide cultural and heritage activities.

2.24 The current position from government is that nothing changes, but it has to be assumed the European fund will end at some point soon. Funding will possibly be replaced (in part) by new national based economic development funding, but how this will be shared and where the priorities will be, is not yet known.

Cornwall Agri-Food Council (CAC)

Cornwall and Isles of Scilly Agri-Food Study – BE Group 2014

2.25 CAC brings together a range of rural sectors involved in agriculture and other land based industries, and food and drink.

2.26 The Cornwall Development Company works closely with the CAC, and has been responsible for delivering Cornwall's rural programme, with an emphasis on funding through the RDP for England. This Programme has over £4 billion of European funding set aside for investment in the sector across England and prioritises knowledge transfer, innovation and food chain organisation, including food processing. As mentioned above, there are now serious doubts over the ongoing availability of this major funding source, as well as other European funds.

2.27 In 2014, BE Group was appointed by CAC to produce an investment strategy to look at the actions that could be taken to improve the agri-food sector. The report recommended that the main board would oversee a number of more specialist groups including supply chain development and skills development. It also identified projects related to these areas that should be considered for further feasibility testing.

A30 Temple to Higher Carblake Business Case 2014

2.28 This report set out the case for the dualling of the A30 at Temple, and addressed both highways' capacity and the economic benefits that would arise from the improvements. There was a strong economic argument for the improvements, which through the relief of congestion could see direct business growth for a high proportion of companies (69 percent) surveyed, and which could result in significant inward investment. At peak hours the single carriage road was significantly above capacity, with regular congestion affecting businesses travelling in both directions.

Socio-Economic Overview

2.29 This section provides an overview of Cornwall's economy. Agri-food is a key economic sector, but this is not restricted to food processing or primary production. The sector encompasses agriculture and horticulture; accommodation and food serving the visitor economy; manufacturing, which extends beyond food processing to the wider supply chain that services the industry; and transport and distribution, which is increasingly costly to businesses serving both the domestic market, and more distant locations.

2.30 In 2015 Cornwall had a population of 549,400, of which 59.1 percent were of working age (16-64). In terms of employment, 78.8 percent of the population are economically active, with 74.7 percent in employment and 4.3 percent unemployed and actively seeking employment. Cornwall has slightly lower economic participation levels than the South West, but higher than Great Britain. Unemployment in the county is slightly higher than the region (4.0 percent), but lower than Great Britain (5.1 percent).

Key Labour Market Indicators

Table 1 – Economic Activity, 2016

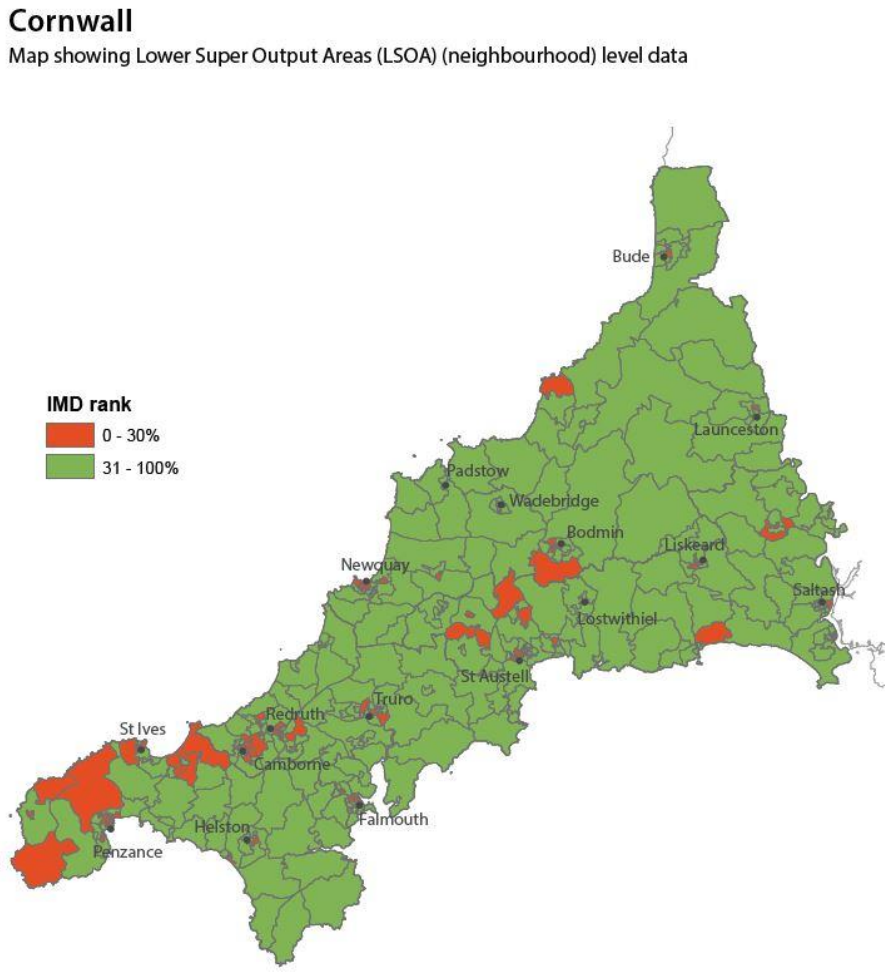
	Cornwall		South West	Great Britain
	No.	**Percent**	**Percent**	**Percent**
Economically Active*	269,500	78.8	80.8	77.7
Employment*	256,000	74.7	77.4	73.7
Unemployment*	11,500	4.3	4.0	5.1

Source: ONS Annual Population Survey, 2015
**Percentage of working age population*
***Percentage* of economically active

2.31 The county is ranked as the 143rd most deprived local authority in England out of 326. Its position has declined since the 2010 Index of Deprivation where Cornwall was ranked 154th.

2.32 At the local level, it is worth noting that 17 of the county's 326 LSOAs (Lower Super Output Areas, small geographic area used by the ONS for statistical purposes) are in the top ten percent *most* deprived in England, with two LSOAs in the top two percent most deprived. Although there are no LSOAs in the top 10 percent *least* deprived, 16 are in the top 30 percent least deprived – See Figure 1 (overleaf). None of Cornwall's most deprived LSOAs are in Bodmin.

Figure 1: Cornwall LSOA Low and High ranked areas



Source: ONS, 2016

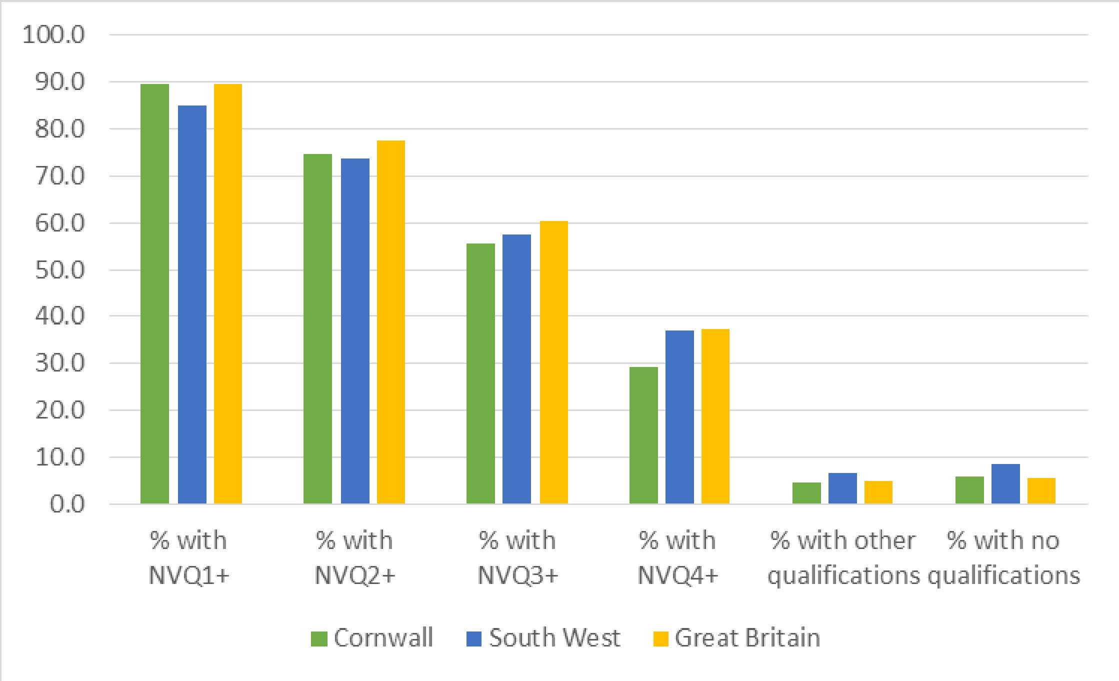
Qualifications

2.33 The availability of a skilled workforce and skills development are highlighted in later sections as issues affecting the food and drink sector. The following analysis highlights key characteristics.

2.34 Figure 2 shows that the National Vocational Qualification (NVQ) level attained by the working age population of Cornwall is slightly below regional and national averages. At 29.3 percent, the proportion of working age residents qualified to NVQ Level 4 and above (equivalent to degree level) is considerably below the Great Britain (37.1 percent) and regional (37.3 percent) averages. However, the proportion of residents without any qualification is also lower than the Great Britain averages – 5.9 percent compared to 8.6 percent, but slightly higher than the South West average (5.5

percent). The proportion of residents qualified to both NVQ 1 and 2 and above is slightly higher than the comparable figures for Great Britain.

Figure 2: Qualifications 2015



Source: ONS Annual Population Survey 2015

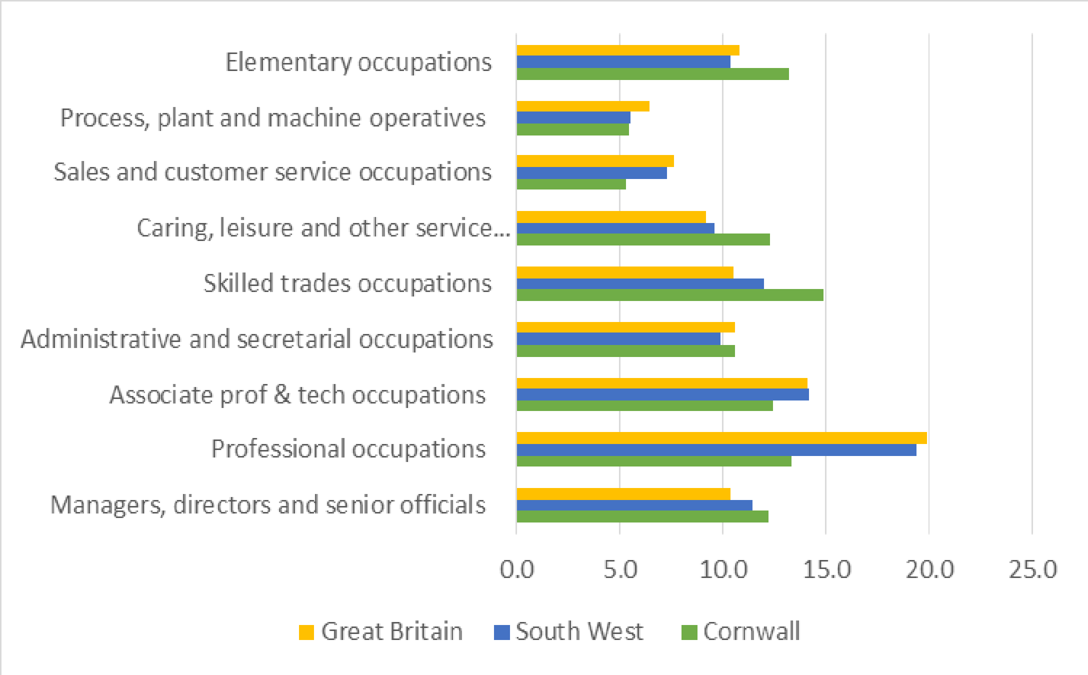
Employment by Occupation

2.35 Figure 3 illustrates the breakdown of employment by main occupation group and shows the levels of employees that are directly and indirectly employed in sectors relevant to the agri-food industry. The largest proportion of workers in Cornwall is employed in skilled trade occupations (14.9 percent), and the proportion in the county is higher than comparable figures for the South West (12.0 percent) and Great Britain (10.5 percent).

2.36 Process, plant and machine operatives are slightly below the South West and Great Britain levels, reflecting the manufacturing base in Cornwall.

2.37 A considerably lower proportion of Cornwall's residents are employed in professional occupations than its comparative areas (13.5 percent compared to 19.4 percent in the South West, and 19.9 percent in Great Britain), although management is above the Great Britain average, which does not accord with some of the views expressed in the stakeholder consultations.

Figure 3: Employment by Main Occupation Group, 2016



Source: ONS Annual Population Survey 2016

2.38 Table 2 measures local economic activity using Business Register and Employment Survey (BRES) data. BRES provides details of the number of jobs within differing industry sectors within different geographical areas.

Table 2 – Cornwall Number of Jobs by Industry

Industry	Cornwall		South West (Percent)	Great Britain (Percent)
	Number	Percent		
Agriculture, forestry & fishing*	498	0.3	1.0	0.8
Mining, quarrying & utilities	2,944	1.5	1.2	1.3
Manufacturing	16,233	8.3	9.1	8.4
Construction	10,666	5.4	4.8	4.5
Motor trades	3,887	2.0	1.9	1.8
Wholesale	8,631	4.4	4.1	4.0
Retail	24,457	12.5	10.3	10.0
Transport & storage (incl. postal)	5,853	3.0	3.5	4.5
Accommodation & food services	28,996	14.8	8.6	7.1
Information & communication	2,790	1.4	3.0	4.1
Financial & insurance	2,538	1.3	3.5	3.7
Property	4,533	2.3	1.9	1.6
Professional, scientific & technical	9,546	4.9	7.1	8.1

Industry	Cornwall		South West (Percent)	Great Britain (Percent)
	Number	Percent		
Business administration & support services	10,481	5.3	7.2	8.7
Public administration & defence	6,457	3.3	4.5	4.6
Education	17,683	9.0	9.0	9.2
Health	30,255	15.4	15.0	13.4
Arts, entertainment, recreation & other services	9,785	5.0	4.1	4.4
Total	**196,233**	**100**	**100**	**100**

Source: Business Register and Employment Survey 2014

**Excludes farm based agriculture.*

2.39 Table 2 shows that accommodation and food services sectors have the second highest number of jobs in Cornwall and is more than double the proportion of Great Britain, and over 6 percentage points more than the regional share. This highlights just how important the food and tourism sectors are to Cornwall's economy. Food and drink processing will primarily fall within the manufacturing sector (as opposed to agriculture and food services). Manufacturing is just below the Great Britain average at 8.4 percent.

2.40 Transport and storage is lower than both the wider South West and Great Britain, which is not unexpected for a remote location, but it does highlight the issues that a number of businesses face in being able to link into an efficient logistics network.

2.41 Business support services (5.3 percent) are also at a much lower level than the rest of Great Britain (8.7 percent) and whilst there are business support agencies available to companies in Cornwall, the Survey suggests a much lesser choice.

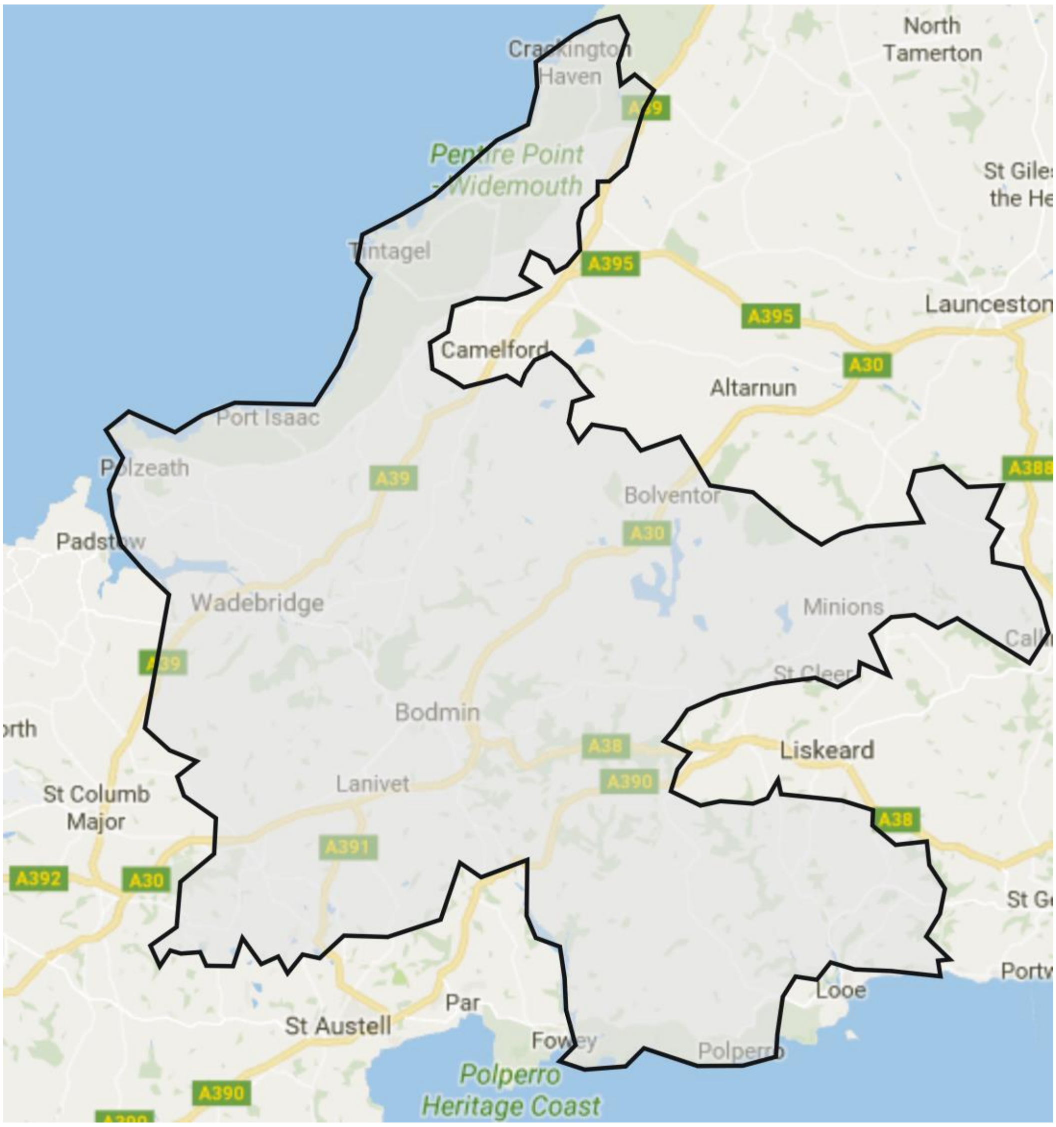
Wages

2.42 The median gross weekly full-time pay for working residents of Cornwall was £443 in 2015, compared with £499 for the South West region and £530 for Great Britain. The median gross weekly full-time pay for workers working in Cornwall was £425, also much lower than the regional and Great Britain averages of £493 and £530. These figures show that wages are considerably lower in Cornwall.

Bodmin Area

2.43 Business and enterprise statistics can be analysed in more detail on a more localised basis, with data gathered to MSOA (Middle Super Output Area) level where possible. The Study Area, approximately a 20-mile radius around Bodmin was used as a base for examining the local employment characteristics of the town and its hinterland. The MSOAs that best fit this radius were used to define the study area (see Figure 4). There are ten MSOAs that make up the Study Area – the area including Bodmin and surrounding rural areas. Two sets of data can be extracted – the number of businesses (Nomis UK Business Counts) and number of employees (BRES).

Figure 4: Bodmin Study Area, defined by MSOAs



Source: BE Group, 2016

2.44 Table 3 shows that there were 22,940 businesses operating in the county in 2015, 3,665 (16.0 percent) of which are in the ten MSOAs that make up the Study Area. Both Cornwall and the Bodmin area are dominated by micro businesses. There are no businesses reporting over 250 employees in the Bodmin area, and just 46 such businesses in the whole of the county. These figures are inaccurate as both Tulip Foods and St Merryn Meat are known to employ above 250 employees but with head offices registered elsewhere.

Table 3 – Business Count – Number of Enterprises (2015)

MSOA	Total Business Count	Micro (0 to 9) Percent	Small (10 to 49) Percent	Medium-sized (50 to 249) Percent	Large (250+) Percent
Restormel 005	260	90.4	7.7	0	0
Restormel 006	455	90.1	8.8	1.1	0
North Cornwall 003	425	92.9	7.1	0	0
North Cornwall 007	545	87.2	11.0	0.9	0
North Cornwall 009	280	85.7	14.3	0	0
North Cornwall 010	440	94.3	4.5	0	0
North Cornwall 011	295	79.7	15.3	3.4	0
North Cornwall 012	115	91.3	8.7	0	0
Caradon 002	395	96.2	2.5	0	0
Caradon 010	455	95.6	4.4	1.1	0
Bodmin Area Total	***3,665***	***91.0***	***8.2***	***0.8***	***0***
Cornwall Total	**22,940**	**88.0**	**10.6**	**1.2**	**0.2**

Source: Nomis UK Business Counts, 2015

2.45 Table 4 shows that there are some 805 enterprises, accounting for 22.0 percent of the Bodmin area's businesses (including agriculture). Table 5 shows the employment data, with 24.4 percent of employees employed in the food sector (excluding farm-based agriculture), compared to 17.5 and 19.4 percent overall in Cornwall, and 7.8 and 7.1 percent in England. Again this data shows just how prominent the food and drink sector is to the Bodmin area economy, especially when compared to Great Britain as a whole. Sectors included in the food and drink sector definition are provided in Appendix 1.

2.46 Critically for this study, 95.6 percent of the food related enterprises in the Bodmin Study Area are described as micro businesses – having less than 10 employees. This proportion is even higher than the all-industry Bodmin average of 91.0 percent.

Table 4 – Business Count – Number of Food Related Businesses (2015)

MSOA	Total Businesses	Number of Food Businesses	Food Sector Businesses (percent)
Restormel 005	260	45	17.3
Restormel 006	455	70	15.4
North Cornwall 003	425	120	28.2
North Cornwall 007	545	125	22.9
North Cornwall 009	280	25	8.9
North Cornwall 010	440	125	28.4
North Cornwall 011	295	20	6.8
North Cornwall 012	115	5	4.3
Caradon 002	395	115	29.1
Caradon 010	455	155	34.0
Bodmin Area Total	***3,665***	***805***	***22.0***
Cornwall Total	**22,940**	**4,005**	**17.5**
Great Britain Total	**2,382,360**	**185,790**	**7.8**

Source: Nomis UK Business Counts, 2015

2.47 Food and drink businesses in Bodmin and surrounding areas are a mix of small processors, wholesalers, retailers and food service businesses, reflecting the rural and tourism nature of the economy in the area. Importantly, the Business Counts do not take account of many of the micro-businesses that are not VAT registered, and record almost no food processing around Bodmin, whilst BE Group's own survey identified up to 130 businesses in total which process food and drink in some form. Some of those are linked to retailers (butchers, bakers processing on their premises) and will fall into the retail categories.

Table 5 – Food Related Business Employment – Employee Count (2014)

MSOA	Total Number of Employees	Number of employees in Food Sector	Percentage of employees in food sector
Restormel 005	2,026	539	26.6
Restormel 006	2,533	730	28.8
North Cornwall 003	1,196	253	21.2
North Cornwall 007	3,318	1,026	30.9
North Cornwall 009	2,240	339	15.1
North Cornwall 010	1,442	241	16.7
North Cornwall 011	6,873	2,051	29.8

MSOA	Total Number of Employees	Number of employees in Food Sector	Percentage of employees in food sector
North Cornwall 012	2,083	321	15.4
Caradon 002	724	149	20.6
Caradon 010	1,730	256	14.8
Bodmin Area Total	***24,165***	***5,905***	***24.4***
Cornwall	**196,232**	**38,624**	**19.7**
Great Britain Total	**27,950,917**	**1,975,786**	**7.1**

Source: NOMIS BRES, 2014

2.48 Unlike the Nomis Business Counts, those employed in small businesses are recorded. In terms of employment, the key subsectors within the food and drink sector in the Bodmin Study Area include:

- Manufacture of food and beverage products: 25.4 percent of food and drink sector
- Retail in non-specialised stores with food, beverages or tobacco predominating (i.e. supermarkets and similar): 24.7 percent
- Wholesale of food and beverage products: 15.0 percent
- Public houses and bars: 10.7 percent.

Summary of Socio-Economic Overview

2.49 Cornwall's economic data presents a mixed message as to the health of the economy. While the county's overall unemployment rate is low and the working age population has above average economic activity, there are pockets within the county that are rated as among the most deprived in the UK. The Cornwall workforce is moderately skilled, although has below average levels of degree or higher qualifications. Accommodation and food services are one of the predominant industries of employment in the county. The mix of occupations taken up by Cornwall's workforce reflects this qualification mix and the employment opportunities in the county, with high levels of skilled trades, and a good base of employment for processing and manufacturing.

2.50 The Cornwall economy is dominated by micro businesses (less than 10 employees), which comprise 88.0 percent of all businesses. The food and drink sector, comprising growers, manufacturers and the service sector, comprise almost 23,000 businesses, equating to 17.5 percent of the total of the county's business count. Some of the very small businesses do not get picked up on this survey and the number of businesses in the food and drink sector is considered to be even greater.

2.51 The Bodmin Study Area reflects the characteristics of the Cornwall labour and business market overall. However, the Bodmin Study Area is even more skewed towards micro businesses (91.0 percent) and food and drink sector businesses (22.0 percent).

2.52 Employment estimates for the Bodmin Area, which excludes farm based agriculture, report that almost one-quarter of the employment in the Study Area was in the food and drink sector, spread across food and drink products manufacturing, wholesaling and food retail and service.

2.53 Clearly Bodmin is an established agri-food and food processing location, with businesses involved throughout the food chain from farm to plate. The food and drink sector is a critical part of the local economy, with an established employment and business base and regional policy support for further growth. Any further development of this sector will be building upon a solid foundation.

3.0 STAKEHOLDER DISCUSSIONS

3.1 As part of the baseline review, discussions have been held with a number of key stakeholders including education providers, business organisations involved in the food and drink sector, public sector and other support agencies, large producers and property agents. The company survey responses are reported separately in Section 5.0.

3.2 This chapter provides a summary of those consultations undertaken for the study. The objectives of the stakeholder discussions were to:

- Understand the needs of businesses, both start-up and larger SME's
- Review the current provision of business support from a variety of providers, looking at both technical and more generic support
- Understand the relationship education establishments have with business currently, their proposals and aspirations to build relationships with the business community, and how they could collectively add value to the Agri-Food Centre
- Understand the potential support from the public sector and business.

3.3 The consultations were undertaken in one-on-one meetings, being a mixture of face-to-face and telephone meetings. The full list of consulted businesses and organisations is attached in Appendix 2. The following group of tables summarise the key findings of the consultations undertaken. They are the comments and opinions of those spoken to, and not necessarily the conclusions that this report will draw. The summary has been grouped by comments from broad organisations – industry and industry representatives, education establishments, public sector responses and business support agencies.

Table 6 – Stakeholder Comments – Overall Demand and Need

Group	Overall Demand and Need
Industry representatives	• The idea of developing an Agri-Food Centre at Bodmin was met with universal support. Bodmin is recognised as having an existing food and drink cluster with a number of growing companies in the area that will benefit from becoming part of a closer grouping. • Most parties see the real benefit from collaboration between businesses, educators and support agencies. The need is for companies to improve knowledge, efficiency and productivity. • The opportunity to build skills in a collaborative way was also seen as a great benefit to businesses, large and small. • The range of facilities that have been proposed are considered generally relevant, namely food grade space for start-up and growing companies, some form of technical support, and a business centre that will deliver a range of business advice to help companies develop their product and reach the market place. • The business centre should have communal meeting areas such as a cafe to engender an atmosphere of collaboration. • Small companies are unlikely to travel too far for business premises. They will look to their immediate locality to find space. Therefore, there could be a demand for small satellite workshop premises in outlying towns. • Businesses will travel for business support, when this is required. • There is a lack of good quality industrial accommodation across Cornwall, and there is a clear, ongoing demand from food businesses. One agency pointed to enquiries being received on a monthly basis. Businesses make do, by adapting industrial space, and converting other types of premises. Demand is for both small start-up space and also much larger space as food companies outgrow current premises. • The need for technical support is less clear cut. The current provision for laboratory testing is considered to be met adequately at Callington, whilst test and development is undertaken at the Duchy College's Stoke Climsland for a number of consultees. • The need for other facilities such as shared storage and a logistics hub were seen as good ideas, and a number of companies pointed to the lack of cold storage facilities in Cornwall, with companies having to go out of the County to store. • The remoteness of Cornwall and the cost of logistics is seen as a big issue, even for some of the larger businesses and a centralised facility would assist business. • One logistics company sees the need for a centralised cold store, and is considering building a facility, but not in Bodmin, but this should not be a barrier as daily pick-ups at a central point would be possible. • The location should be attractive, something different to a standard industrial location to make it stand out. • There is a proposal to bring a centralised livestock market to Bodmin relocating the market at Halworthy which will be close to the A30 and provide a range of support businesses to the agriculture sector. This does not have to be adjacent to the Agri-Food Centre, and is unlikely to be an attractive neighbour to food production, despite modern markets having little environmental impact.

Group	Overall Demand and Need
Education	• The FE and HE providers all see a need to have a facility that will see the sector develop as a real advantage. • All will have a different approach, but with a common theme of wanting to lift the skills levels for those in the food and drink sector as well as wanting to improve entry levels to one of Cornwall's main employment sectors. • The links to industry that the providers can offer is considered to be important, and responds to a need from business to attract a range of skills, as specialist employment shortages is a recurring theme. • Duchy College, despite a perception that it is not being used or too remote, caters for a wide range of existing businesses that use the innovation centre to develop and test new products. Companies use the Centre, both for its facilities and for the expertise there, and will travel form across Cornwall. The Centre does have capacity to accommodate further business use.
Public Sector and Local Enterprise Partnership	• There is strength in the food and drink manufacturing sector in Cornwall and more locally in the Bodmin area and an Agri-Food Centre could support the sector, but needs to be focussed to ensure value is added to the sector and in turn the economy. • There are several high profile brands and many SMEs that make up the sector and these are the levels of business that are likely to see the greatest growth and investment and public sector support should be aimed at the growth businesses, although facilities for start-up and growing companies should be provided. • Advanced engineering is another key manufacturing sector in the region, with links to the rural sector and potential for considerable growth. There is a need to support and grow engineering as a vital part of the food and drink supply chain. • There may be a need for a more centralised livestock market, and whilst the LEP supports the principle, any relocation should be private sector led. There is not the need to have the market linked to an Agri-Food Centre.
Business Support Agencies	• One of the biggest areas of need which businesses themselves have also highlighted is the need for a range of business support. Few new businesses come from a processing or retail background, and as such lack the experience of running and developing a business. That need includes regulatory matters, marketing, distribution, and purchasing. • There are a large number of business support organisations that companies could go to now, which include networking and business forums – e.g. Cornwall Food and Drink, Cornwall Business Forum, public sector support agencies including the Growth Hub, the Innovation Centres and Cornwall Development Company, The Chamber of Commerce, and also private sector consultancies and the FE/HE's operating in the area. • Signposting businesses to the organisations is vital. Individually some of the organisations operate on a membership basis and will disseminate information to members, but there is little co-ordination at present. This is a function that the Growth Hub is designed to do and may be able to take on a more focused approach to food and drink. • If a Centre is developed with accommodation, this needs to be linked, with an on-site management team. Companies need to be able to mix and also turn to help. Without that the Centre is just a collection of industrial units.

Source: BE Group

Table 7 – Stakeholder Comments – Facilities

Group	Facilities
Industry representatives	• There was general agreement that the Agri-Food Centre needed to provide a mix of dedicated workshop space and a number of services, but with a different emphasis from different parties. • ***Incubator space*** - whilst there is a need for companies to establish, and incubator space can meet this need, most new companies will start up within the home or farm. Test kitchen facilities which operate on a shared basis- i.e. businesses will rent space for short periods, may be all that is needed. • True incubator space has support available to assist companies develop from an idea to a point where they can stand alone. At this point, they need to move on, but all too often companies expand in situ, tying up space for other new entrants. • The availability of space at Norton Barton meets a current gap, and duplication could dilute the market, although geographically some businesses will not travel to Bude from the Bodmin area. • ***Grow-on space*** - This is felt to be more important than incubator space, as companies grow from the home, farm or locations such as Norton Barton. The capital cost of scaling up is high, and flexible food grade space will be in demand from a range of growing businesses. The facilities should have: o *White walls, and floors* o *Floor drainage* o *Sufficient services – power, water, gas* o *Some cold storage, possibly communal* o *Good car parking* o *No need for dedicated cooking, chilling, prep areas. Companies will already have some which they would transfer* o *Land for further expansion.* • ***Test and development kitchen*** - These are facilities that most growing and larger businesses will want to use, but to pay for on an occasional basis. They already exist, and further duplication is questioned by a number of organisations. • Access to technical support is important, which could be through permanent or visiting technical staff. • ***Laboratory testing*** - Most companies have need for different tests, both quality control, and micro-biological**.** A number of the companies spoken to use the existing facilities at Callington, with some sending samples to Campden in Gloucestershire, for microbiology testing and carry out quality control tests in-house. There was little support for a further laboratory. • ***Business centre*** - There is widespread support for a business and knowledge transfer centre, which would have a mix of on-site support, training class rooms and a central point for companies to find out where they can get specialist advice. The Centre must also be a focus for businesses operating at and visiting the site, to ensure an exchange of ideas • Some small companies lack even the basic knowledge of how to open up new market – one service sector company admitted

Group	Facilities
	it does not market at all beyond referrals, and marketing support is seen as vital. • ***Central storage*** - There is demand from smaller companies for both ambient and chilled/frozen storage, and also a centralised logistics location. There are some facilities in Truro, but beyond that some companies will use Langdons in Somerset. Individual storage would be welcomed in units, but cost and space may be limiting factors. The consequence, seen at other locations is that businesses will buy portable external storage units. There would need to be clear separation to meet health and hygiene requirements. • ***Livestock market*** - Seen as a complementary facility that could be located close to the Agri-Food Centre, but not alongside. The Centre would have a range of business support organisations aimed at the farming community, but some of which could help food and drink businesses – accountants, insurance, legal, engineering. The market also has the primary livestock producers, who can supply businesses, and also other more diverse businesses – eggs, poultry, fruit, and other horticulture products, are being sold through auctions.
Education	• Duchy College is the only education establishment that can provide specialist food research facilities to business, and the innovation centre at Stoke Climsland is well used, despite the perception it is not. The college also has the technical staff support. • Bodmin College now run a catering and hospitality course and see the benefit of having a close liaison with an Agri-Food Centre which would benefit students, but there is no current need for any of the facilities. Bodmin College have land available where part of the educational/test facilities could be located. • The Truro and Penwith College Bodmin campus will open in 2017, but with teaching blocks for the overall curriculum. The college does have plans to open and engineering block on 2018 which could link to wider engineering needs for the food and drink sector. • University of Exeter is working with a number of food and drink companies in relation to their expertise in the Circular Economy. The Agri-Food Centre should look to embrace the need to become much more sustainable, both in its running, and also as a point of reference for businesses looking to collaborate in resource efficiencies. It also has a business school at Penryn campus. • The Centre must have a business support function. Without this, it becomes managed workspace. There should be business support and technical support on site, and if this is not possible then regular visiting support.
Public sector and Local Enterprise Partnership	• An Agri-Food Centre which has a range of facilities and workshop space for business is seen as an integral part of the Town Council's plans to grow Bodmin. Food is one of the main economic drivers for the town and the development of the hub will help build the economy. Facilities should include a business centre geared to food, but widening to agriculture. Shared storage and collective purchasing will help smaller companies. • The LEP will want to see facilities that can drive growth. The education/business centre is important, but the LEP already have its Growth Hub to signpost businesses to support, although the perception from some is that the advice offered there has to be

Group	Facilities
	under European programmes. • There is a need to develop an efficient logistics supply chain as Cornwall is remote and many businesses suffer from high distribution costs. A central distribution hub, with a warehouse could see significant benefits. • Food grade space will see a high capital cost with limited economic benefit, but could be part of a second phase of investment with the logistic hub and business centre. The space should be grow-on. • The livestock market is possibly just a relocation of services, costly to develop, and as such should be driven by the private sector, but recognised as delivering a complimentary service. A location is being considered close to Bodmin which would make it accessible to the food cluster, and there is local political support for the market.
Business Support Agencies	• The provision of a supported business centre is seen as a key element. All agencies consider the hub to be both an on-site facility, and also a means of signposting businesses to different providers of business support. • The business centre needs to be a focal point. The provision of a café and informal meeting space will encourage businesses to mix and communicate. Examples given are Krowji in Redruth serving the digital and media sector which works well, and Pool Innovation Centre, which does not have a central café, and networking opportunities are lost. • A physical presence through on-site management is recommended, where businesses can seek out advice. Without this presence, the Centre becomes a standard industrial centre. • Star-up space and good quality grow-on space is required, and this has been picked up through discussion with clients/members. • Shared logistics is also considered an important element as smaller businesses struggle to distribute efficiently, and larger companies do not have the warehousing to meet needs.

Source: BE Group

Table 8 – Stakeholder Comments – Education and Skills

Group	Education and skills
Industry representatives	• The lack of a large pool of skilled workers is considered to be one of the biggest barriers to developing food and drink businesses in Cornwall. In particular there is a need to develop a strong middle management and engineering skills. • The perception from outside the industry is food and drink jobs are all low skilled, and this view needs to change, starting in the schools. Students need to be shown that a food company has a whole range of opportunities across a wide variety of occupations and pay scales. • Businesses are forced to recruit from outside the region, but this should also be seen as a benefit, where expertise and investment can be drawn from outside the South West. • There is a concern that collaboration of businesses in a food cluster could result in a loss of staff from one business to another, and the emphasis must be on widening the skills pool. • Conversely, other companies see co-operation and pooling of training as a way of lifting skills levels in the industry and increasing career progression opportunities. This should extend to the creation of a pool of skills and development of apprenticeships for the food processing sector. • The skills development should extend to the existing workforce. For example, basic engineering awareness of staff on the production lines can help recognise and prevent faults occurring. • Colleges and universities need to understand the needs of business, and work closely to adapt courses, apprenticeships and training course. For example, some businesses are not aware that all the local colleges run apprenticeship schemes. • Today engineering skills need to be diverse, and can cross a number of sectors. A process engineer needs a range of skills including mechanical, electronics and chemical knowledge. • One prominent company was not aware of what the local colleges can offer and look as far as the West Midlands to recruit apprentices.
Education	• Education institutions are keen for further engagement with industry. This is already happening with the three main colleges that are active in the Bodmin area: Bodmin, Truro and Penwith, and the Duchy College. • All three have an emphasis in programmes and courses that engage with business, and all want to see the level of participation increase. This extends to apprenticeship programmes across different disciplines, and there are currently gaps, particularly in engineering. • There is a skills gap in the agri-food sector, particularly for Level 2-3 skills, applied engineering skills. • Duchy College runs degree courses in food and agriculture and food, utilising the Food Innovation Centre, and have close ties to a number of Cornwall food producers • The facilities at Duchy College can meet the technical need for testing and development, and it can also provide training for staff development. Staff could be shared, and the College could look at ways of helping develop the Centre, for example,

Group	Education and skills
	funding from an increase in fees generated from new degree entrants. • There is a need to increase the number of school entrants into the food and drink industry, and the opportunities available. Participation is still low – Duchy College has 30 students studying food. Bodmin is increasing its numbers, and catering is part of the wider curriculum for 11-16 year olds, but the sector is still considered to be low skilled. • There are jobs in the food sector, and opportunities to have a wide ranging placement and apprenticeship scheme across the many companies operating in Cornwall. • Skills development and training for existing employees is vital and can be run from the FE institutions, or at the Agri-Food Centre with support from the FE's, but there is a cost for this and small companies, that need developing, struggle to find money for business and skills development. • A programme of development for the Agri-Food Centre with FE/HE support a drawing on their expertise and other business support could be shaped to open to a wider business audience. There must be a clear structure, with a focus on nurturing excellence in the industry. • Other HE institutions can have a role to play in developing the food cluster. University of Exeter have been working with businesses in widening the circular economy – i.e. improving re-use of resources, recycling, and efficiencies from collaboration. • Members of Birmingham City University and Plymouth University can provide expertise and experience from developing and running innovation centres in Cornwall and elsewhere.
Public sector and Local Enterprise Partnership	• The LEP will be supportive of the Centre if it can underpin development of the food and drink sector in Cornwall and the Isles of Scilly as a whole rather than just the Bodmin area specifically. The emphasis needs to be on growth, efficiency and skills development and if these are key drivers, then investment is more likely. Investment must be cost effective, and large capital investment with relatively low economic outputs, such as the test facility, may not be priorities. • Skills development should be aimed at improving the management and technical needs of a business. Bringing diverse skills to a company, possibly from outside Cornwall should be encouraged. • The public sector has a vital role to play in developing skills. This may be through the signposting by economic development, the Growth Hub and Cornwall Development Company. • Support is also available through other council departments such as the Business Regulatory Support Service. Rather than being a reactive regulatory/enforcement body, the Service can provide business advice on premises, hygiene, fire, nuisance, and product development. • Cornwall is one of 11 areas leading on the development of the Better Business for All Programme to develop the service and is supported through the LEP.
Business Support	• There are a number of business support organisations that are already involved in helping the food and drink sector. They tend to operate independently, but all spoken to would support a Centre that encourages business support and knowledge

Group	Education and skills
Agencies	exchange. • Cornwall Business Forum (CBF) has a network of 8,700 companies across all sectors including food. CBF has an advice hub that supports its businesses and covers topics such as provenance, pricing, suppliers and new markets. The service is paid through subscription. CBF also provide a business mentoring service. • Issues that need addressing are how to improve efficiency and opening new markets. • Cornwall Chamber of Commerce see a role for the Agri-Food Centre to develop businesses in a number of ways: staff up-skilling; business support, in areas such as marketing, opening up new markets; sharing of ideas – which could be through provision of communal areas. • There is a need to bring in skills from outside Cornwall. With a growth in population and households predicted, business growth needs to keep up and have the appropriate skilled workforce. • Small businesses cannot afford large consultancy fees and development costs. There is a need to concentrate efforts on up-skilling and developing mid-sized businesses taking them to a new level from regional suppliers to reaching a national and international market. • Small businesses can be helped through mentoring and from network of larger supportive organisations. Fees can be subsidised, with a longer term aim of individual companies retaining consultancy work as businesses grow. • The business support agencies and consultants can be brought in for dedicated training programmes, seminars and training days. This is already happening at a number of different centres, including Pool Innovation Centre, Krowji and Norton Barton.

Source: BE Group

Table 9 – Stakeholder Comments – Delivery

Group	Delivery
Industry representatives	• Whilst the provision of an Agri-Food Centre will benefit the wider food and drink sector, funding and management from the private sector businesses alone is unlikely to be a route that will deliver the Centre. Development will need public sector funding support, which will be difficult in the current political climate. • One organisation suggested large businesses will struggle to provide time to support individual businesses, and may not have the inclination to give help, unless there is some output that benefits the business whereas others would consider some form of mentoring as part of a wider network. • A strategic approach is needed where the exchange of expertise is organised on a regional basis rather than at a local Bodmin level, and with expertise from across the diverse sector. • There needs to be a dedicated management structure, either through a third party management provider with experience in the field of running innovation centres, or a new company/charitable organisation appropriately staffed. Doubts were raised over an academic organisation running the Centre, although it was recognised, that some HE/FE organisations do have the experience. • Staff and running costs need to be carefully controlled as financial returns from rents and services will be limited, and break even could take some years to achieve. Krowji has a staff of 2.5 FTE run off an income of £250,000. • The business advice cannot be delivered from in-house alone, and the organisation needs to be able to draw on external providers. This could be set up as an early win and operate through one of the business forums or from one of the colleges.
Education	• Both Duchy College and Truro and Penwith College already have experience of running business centres that combine academia with business support, and both would look to having a role in running the Centre. • Duchy College is already running its Food Innovation Centre. There is an opportunity for the Agri-Food Centre to work with the college to provide a range of complementary services. The College could be well placed and resourced to run the whole facility. • Truro and Penwith College also run an innovation centre for new businesses and work closely with the business community to deliver services. These include apprenticeships, short programmes for up-skilling, and business engagement. The proposed engineering centre will be a STEM centre with IT and business support and can work closely with the Agri-Food Centre. • Plymouth University successfully run the three innovation centres on behalf of Cornwall Council, and provide a model for delivery. This involves a small on-site management team – pool has 4 staff, running on an income of £400,000. Pool draws on visiting experts and also has an entrepreneur to work with businesses, which is part funded by public sector support.
Public sector and Local Enterprise	• The LEP will consider investment, depending on the final scope of the Centre. The delivery of small business units is not necessarily a priority, and a first phase may comprise a business centre and central distribution centre, with storage. The investment would look to help with consolidation of transport, and a back office function for businesses needing logistics

Group	Delivery
Partnership	support could be incorporated. • The manufacturing units could come as a later phase, but alternative funding sources need to be explored, such as Cornwall Council or a private developer.
Business Support Agencies	• The business support element of the Agri-Food Centre could be an early win, and there are sufficient agencies and business forums to be able to deliver the advice, but this needs to be co-ordinated and a structure set up to bring in expertise. • The CAC has proposals with the LEP to set up such a structure. It will rely on EAFRD to pump prime the project for 3 years, subject to post referendum arrangements. The LEP have allocated £1 million from their EAFRD programme for a supply chain project • A management structure needs to be developed, but could operate as a partnership of businesses giving initial advice for free, but with discounted rates. The Partnership would draw in different professionals, they would not seek to take introduction fees from each other, and rather their long term reward will be referrals and long term business relationships. • Existing organisations do operate on a membership fee with discounted advice. This model works for a range of businesses, but not for all, and advice can be geared to one area of business such as marketing and deliver consultancy advice, whilst other groups cover a very wide membership and draw in advisors. • There are existing groups that are not private membership type schemes, such as the food and drink group part of the Agri-Food Council which can provide advice and mentoring. • The various groups, whilst able and willing to take on the advice function, are not precious about this and will contribute to a separately defined structure under the Better Bodmin banner.

Source: BE Group

Summary

3.4 The consultations within the sector unearthed a significant level of insight and a wide range of opinions. The recurring key messages that emerged as to the current status of the sector are listed below, along with the potential implications for an Agri-Food Centre at Bodmin.

Table 10 – Implications for Agri-Food Centre

Theme	Implications for Agri-Food Centre
Demand and Need Is there a market demand from businesses for an Agri-Food Centre in Bodmin?	A good level of demand has been identified for a range of services which can bring together businesses both large and small. The view was that there will also be a demand for business space to meet the needs of both start-up and growing businesses. However, the emphasis should be on grow-on space to help accelerate growth of both individual businesses and the sector.
Key Services What should the Centre deliver in terms of services?	The key driver to building the food and drink sector is knowledge transfer, and whilst there are many agencies offering business advice, developing a central point of contact for both occupiers of the Agri-Food Centre and a wider network of food and drink businesses is seen as the number one priority. The response to test kitchen facilities is mixed, and whilst there is a need for businesses to develop products, those that want to use an external facility feel that Duchy College fulfils this function and a second one close by would be under-used. A central distribution hub, which could have centralised storage is considered an important addition by a number of organisations, especially if the industrial space has only limited storage. The centralised hub should co-ordinate distribution and consolidation.
Business Units Specification	The minimum standard should comprise food grade units with wash down walls and floors, floor drainage, changing and preparation areas, and some storage. Companies may fit out beyond that level, and providing additional preparation and

Theme	Implications for Agri-Food Centre
	cooking facilities can be too specialist and costly. There is a need to avoid companies buying in external storage units, and chilled/frozen storage may be provided alongside dry and finished product storage, but for small companies, space is a cost premium. The units should be linked to the central facility and may have café, meeting and training facilities.
Wider Supply Chain Can other businesses benefit?	The engineering technical expertise is a vital part of the supply chain, as well as logistics, and development of these businesses should be encouraged. Whilst they may not locate in the immediate vicinity, there is a need to link with these service providers to build an efficient supply chain.
Livestock Market Should it be an integral element of the Agri-Food Centre?	The proposal to locate a centralised livestock market in Bodmin has a number of benefits, but it is seen as a complementary function, and should be separate. It is likely to be private sector led and would operate independently.
Does education and training have a role?	The FE and HE institutions can play a very large part in the development and delivery of the Centre, in different ways. Each cover different aspects of the sector, and rather than looking to a single partner, Better Bodmin should engage with each organisation. The challenge will be how they can all be brought together. Solutions such as involvement of CAC working with Better Bodmin should be explored. At the present time each college and university engages with business, but, with some exceptions, on their own rather than in a collaborative way. Better Bodmin can act as a means of bringing the vast knowledge base together to develop a network combining education with industry. This could incorporate new apprenticeship programmes, such as university apprenticeships, alongside the current programmes. The colleges also have functions that can provide elements of the services that are envisaged, and these should be utilised.

Theme		Implications for Agri-Food Centre
		Education needs to start in the schools, raise expectations and show the career paths into the industry.
Skills Shortages These are significant in the sector. In particular, process engineering, management, and development of employee skills		The FE/HE institutions, and business support agencies can work to improve the accessibility to education and training. The industry needs to be shown as attractive both to the local population and also outside Cornwall to bring new entrants to the industry.
Delivery How can the Centre be developed, run and funded?		Whilst there is a willingness to see an Agri-Food Centre, delivery is a massive challenge. It is unlikely to be funded as a single, all-encompassing Centre, which is even more of a challenge as European programmes close for good, and the replacement funding has yet to be shaped. The business centre can be an early win if a structure for running and delivering a programme of advice can be developed. The centre need not be part of a new development, but could be run from another location such as The Growth Hub, one of the colleges, or an existing business premises. The management could be out-sourced to a service provider, one of the education institutions, or a new separate entity. Better Bodmin could provide a board of management structure possibly as a sub-group of CAC, or there could be a separate company to administer the Centre. The Centre needs to be self-sustaining from rental income and provision of services, but there should be an on-site management presence. Examples are the Work Hub in Penzance and the Hive in Bude which currently provide shared facilities. The livestock market is seen as complementary but is subject to a separate study.

Source: BE Group, 2016

3.5 In addition to the above themes, there were some specific opinions on agri-food and some common messages, including:

- There are other centres in Cornwall, including Duchy College and Norton Barton and other food clusters such as Callington, Launceston and Pool.

Better Bodmin should not operate in isolation and rather than provide competing functions, the functions should be complementary. The consultations have explicitly established that this could then result in a better chance of attracting both public and private sector funding.

- There are clear functions that the Agri-Food Centre should concentrate on, and include the co-ordination of business support, and knowledge transfer, the logistics hub, and the provision of grow-on space rather than incubation space.

3.6 Bodmin is considered a central location and with its already established food sector cluster, is a good location for the Agri-Food Centre. However, it should not try and provide functions and services for all areas of the food and drink industry – i.e. be everything to everyone. The attraction of businesses to Bodmin may be quite limited as smaller companies do not want to travel far from their home or original base, and larger companies will not want to move from their workforce pool. Equally, supply chain service providers may have established bases also. The key will be to build a network of provision both in Bodmin and in other locations, and then ensure businesses are aware of, and use, this network.

Funding services

3.7 A major issue facing small and medium sized businesses is the ability to source services, and fund business development. Businesses will look to publically funded organisations, such as the Growth Hub to deliver some advice, but these tend to be information, diagnostic and referral services, and in reality businesses need to fund more specific advice directly where publicly supported activity is not in place. This can be seen as costly, and can all too often be ignored, or postponed until such time as it can be funded. The discussions with a number of the smaller food processing companies confirmed this, often relying on neighbours and the internet for advice.

3.8 Costs vary considerably depending on the service and advice needed. For a company to develop a product with technical advice, it will typically require several days' consultancy advice and access to test facilities. This could cost £2,000-£3,000.

3.9 Marketing costs for a simple website could see a similar entry cost, but a more sophisticated design and a suite of marketing tools will require a much greater financial commitment.

3.10 Some membership organisations will provide a consultancy service to its members, partly paid for through a subscription fee, and partly through discounted fee arrangement. According to a number of consultees, this will still cost businesses in the region of £500/day.

3.11 Business advice is also available from other private-sector initiatives in addition to membership based organisations. For example Cornwall Council have trialled a voucher system where part payment comes from the public sector if the private sector consultants can match the fee.

3.12 A number of professional organisations and consultancies are looking at grouping together to help SME's. They will refer companies to each other, for no referral fee, provide initial advice, and then hopefully capture the longer term business.

3.13 Cornwall Council Regulatory Services are now offering paid consultancy advice on a range of statutory and regulatory services, through its 'Better Business for All' programme. This service is aimed at early support rather than reactive contact when issues arise.

3.14 The FE/HE business schools can provide business advice and support.

3.15 What does not exist at present is a single portal for businesses to go to. The Growth Hub does fulfil this to a degree, but without the specialist assistance to the food and drink sector. The Growth Hub can diagnose what the business needs and then refer them to the most appropriate source of assistance but does not deliver advice itself. A specialist link referring businesses to services, specifically designed for the agri-food sector should be considered.

4.0 FOOD PARK PRECEDENTS

4.1 A number of UK food parks have been researched as part of the study, and consultation with the managers/developers of five centres/projects was undertaken. In addition, desktop research has compiled information on a wide range of other projects, and a summary of these is also included.

4.2 Food Park Projects generally fall within three broad groupings:

- Public sector agency funded projects implemented as economic development initiatives that seek to capitalise on local, sub-regional, regional or national food sector industry strengths;
- Higher education institute funded/linked projects that seek to exploit their knowledge and skills base associated with food and drink;
- Private sector projects that have seen the food industry sector as a target of opportunity.

4.3 BE Group has undertaken research into such centres.

Table 11 – Precedent Examples

Public Sector Agency Initiatives	Higher Education Institutes	Private Sector Led Development
➢ Barker Business Park, Ripon ➢ Cross Hands Food Park, Ammanford ➢ Food Centre Wales, Llandysul ➢ Isle of Man Food Park, Peel ➢ Leeming Bar Food Enterprise Centre, Hambleton ➢ Malmo Food Park, Hull ➢ Shropshire Food Enterprise Centre, Shrewsbury ➢ Southglade Food Park, Nottingham	➢ Food Business Incubator, College of Agriculture, Food and Rural Enterprise, Loughry, N. Ireland ➢ Reaseheath College Food Innovation and Production Facility, Nantwich ➢ University of Chester Food Innovation Centre, Chester ➢ Duchy College Food Innovation Centre	➢ Cheshire Fresh, Middlewich (Concept)* ➢ Everards, Blaby (Concept)* ➢ Food Central, Dublin ➢ Little Melton Food Park, Norwich ➢ Redditch Food Park (Concept)* ➢ Seaham Grange Food Park, Durham ➢ Norton Barton Food Enterprise Zone

Source: BE Group, 2016
**No information could be obtained for these schemes.*

4.4 A summary of each food park is detailed in Appendix 3. BE Group has undertaken further consultation with a number of the centres that are considered to be similar to the Centre envisaged by Better Bodmin which highlight some of the key issues faced.

Leeming Bar Food Enterprise Centre

4.5 Leeming Bar Food Enterprise Centre is a public-sector led scheme, led by Hambleton District Council, and developed with significant funding support from Yorkshire Forward and the ERDF. It was built in 2009 as a result of an identified need for purpose built business space food sector businesses.

4.6 Leeming Bar benefits from excellent distribution links because of its close proximity to the A1. It has established a reputation for food businesses, with a number of food producers located on the well-established Leeming Bar Industrial Estate. A feasibility study undertaken by Yorkshire Forward in 2002 identified that 50 percent of businesses looking for food-grade premises had not found anything suitable.

4.7 The Centre comprises 12 units, ranging from 112 sqm to 139 sqm, and there is also land surrounding the units aimed at providing grow-on space and design and build options. Rents have only just reached £70/sqm (initial rental target set back in 2009). Occupation at the Centre has been slow moving, and it only reached capacity in 2013. This caused issues in terms of equipment. There are in fact only three occupiers, with one occupier renting eight of the units (Bleikers), effectively blocking the function of providing grow-on space. Bleikers has recently approached the Council requesting to buy their units, or alternatively build a new production facility on the expansion land. Due to the nature of the business (a smokehouse), the Council is currently deciding what would be best.

4.8 One of the units was initially fitted-out as a marketing and managing suite, however the Council could not justify the continued running costs and instead it was let as a further food production unit. There are no other shared services at the Centre, although Bleikers Smokehouse are considering developing a waste compactor on the site, which has potential for other occupiers to use. As waste is a major issue for food companies, this addition would certainly be welcomed. At the initial concept stage, it was intended to develop a test kitchen at the Centre. However, at the development stage, this was not included as it was felt that the management, cleaning and maintenance costs of such a facility would require the Council to set high rents, which would ultimately have deterred occupiers.

4.9 Food units are incredibly expensive to build, and in terms of lessons learnt, it would be much more sensible for units to be provided as blank shells, as it is impossible to know what equipment each individual company require, and furthermore the Council has found very little interest has come from true start-up businesses requiring fully fitted-out space. Food units need to be tall, storage has been an issue for all tenants, with Bleikers using additional temporary units in yard space outside. This is not ideal, and looks untidy.

4.10 Most demand has been for larger units, with the smallest units being let by existing occupiers as additional space.

4.11 The Council has been marketing land at the Food Park for over 8 years with very little interest.

4.12 Although occupiers have a good relationship with each other, there is little collaboration and they generally operate independently of each other with different clients and customers (mainly due to the different types of product they produce). Most companies are dealing with national retailers, and in many cases their distributors and suppliers are set-up for them. The possibility of shared facilities and services very much depends on the type of company, its market and also public sector support to drive these facilities.

4.13 There have been a few issues at the Centre since it opened. Firstly, as units remained unoccupied initially, this led to problems with equipment not working when occupiers moved in (due to lack of use). Furthermore, water is heated through heat pumps in accordance to BREEAM guidelines; however, occupiers are unsatisfied with the effectiveness of this and would much prefer a gas-fired water heating system.

4.14 All the occupiers at the Enterprise Centre have modified their premises to suit their individual needs and therefore dilapidation costs will be very high when businesses move, and units have to be returned to their original state. This is especially true for one particular occupier, which operates a smokehouse on the site. Indeed, it is difficult to see how this unit will ever be returned to its original state.

Shropshire Food Enterprise Centre

4.15 Shropshire Food Enterprise Centre is made up of 12 food-grade units, half of which are 140 sqm and the rest are 280 sqm. There is a café at the Centre, which can be hired by tenants to showcase new products, and can be used as a demonstrator kitchen. There is also a small board room at the Centre but no other services are provided. There were initially plans to develop a test kitchen/food production facility at the site, but this was reconsidered due to costs. Initially a management company was awarded a six-year contract to manage the facility, however unfortunately this did not prove to be efficient and their contract was terminated after three years. There was also a conference room, but this is now occupied by Shire Services.

4.16 Shire Services (the catering/cleaning arm of the Council) relocated to the Centre in 2015 and now manage the facility. In addition, Shropshire Chamber of Commerce is based there and the LEP's Marches Growth Hub has recently opened onsite. The Marches Growth Hub brings together all national and local business support services, and although it is not aimed at the food sector specifically, it provides a one-stop advice shop for tenants and other food sector companies across the county.

4.17 When the Centre opened it took some time to secure occupiers, predominantly because the market was somewhat flooded with a product not seen before in Shropshire. Rents were also too high, but are now realistic, set at approximately £70/sqm. The Centre is now fuller than it has ever been, with just one vacant unit, which an existing tenant has expressed an interest in expanding into.

4.18 The units at the Centre are slightly too large, particularly as it aims to appeal to new start-up companies, and it would be more suitable to have smaller units with opportunities for grow-on space.

4.19 Storage is a big issue for food sector companies, Centre tenants included. Not only do companies need cold/dry stores, they also need separate areas for pre-cooked/prepared products. Currently tenants are having to store their products at the front of the scheme in a mismatch of temporary storage containers, which is inconvenient and unattractive. Shropshire Council is currently looking at the viability and costings of developing a cold store on-site, on land owned by the Council adjacent to the units. This could then be rented out to the tenants and provide a much needed service.

4.20 There are no shared services at the Centre, and businesses sort their own waste/storage etc. This is perhaps a missed opportunity. Whilst most tenants produce completely different products, they do have a number of common areas which can include marketing, engineering support, packaging, and distribution.

4.21 It is best to provide basic food-grade units. All companies have different requirements and it is difficult to please everyone. An air handling system was installed at the Centre, and not only was this expensive, it is complicated to maintain and does not actually have much benefit.

NoWFOOD, University of Chester

4.22 NoWFOOD is the food research centre at the University of Chester which opened in September 2014. It was funded through the ERDF, which was match funded by the University. The Centre's objective is to promote the economic growth of the Food and Drink sector in the North West, and it works with food and drink businesses providing services and facilities to help their business.

4.23 The Centre is very SME focused and includes five incubator units which house a kitchen, food production space and storage. In addition, the Centre has two larger kitchens for hire (with blast chiller, ready sealers) one of which is for established food producers and one as a small development kitchen. There is also a consumer analysis area, sensory analysis facilities, and a variety of food testing facilities.

4.24 ERDF funding ended March 2015 and the Centre now operates on a fee basis to cover costs. The Centre bid for funding to expand the Centre with six additional grow-on units. Although the funding application passed the first stage, it didn't progress any further. This will be considered again in the future.

4.25 There is plenty of incubator space around, but no next stage/grow-on space available.

4.26 The Centre was deliberately set-up to be independent of the University, and there are no teaching links, although PHD students are able to use facilities in food related research. In terms of business linkages, these is predominantly SME orientated as the ERDF funding terms state that 75 percent of income should be from SMEs (until 2019).

4.27 The Centre has potential to provide help for purchasing of goods for small businesses, by providing a forum/consortium to buy in bulk – increasing purchasing power. Some SMEs that use NoWFOOD Centre have got together to do this themselves. It also has an important marketing role to encourage local businesses to work with each other and use local produce.

Norton Barton Artisan Food Village

4.28 Norton Barton Farm's Artisan Food Village, was chosen by The Cornwall and Isles of Scilly Local Enterprise Partnership as a potential site for a Food Enterprise Zone (FEZ) scheme, aimed at making it easier for food businesses to grow in the region.

4.29 Cornwall is one of 17 areas in England awarded a share of £830,000 of government funding to develop FEZs, which are built around a Local Development Order (LDO) that overcomes barriers to planning permission and therefore fast-tracks the expansion of food and farming businesses within the zone.

4.30 The Food Village was awarded FEZ status in 2015, and the LDO was confirmed at the beginning of July. Therefore, construction of three new 100-170 sqm food grade units (aimed solely at SMEs) should begin by the end of 2016, as the first stage of a 15-year masterplan at the site. Occupiers have already been found for two of the units, with two companies interested in the remaining unit. Norton Barton Artisan Food Village is a private sector led initiative.

4.31 Over the 15 years there is scope for 15-20 units at the site, alongside visitor accommodation and complementary offices, and grow-on space/plots for companies to be able to expand onto.

4.32 There is no intention to include a test kitchen or food development facility at the FEZ, although it should be noted that a small amount of 'scientific' testing is already undertaken at a small laboratory at the site.

4.33 One of the key issues in the food sector is the availability of qualified/trained staff, especially in North Cornwall, which is particularly isolated. Therefore, a key element of the Norton Barton FEZ will be the development of training areas, where contract staff/trainers can be brought in to provide in-house training. This will particularly focus on book-keeping/accounting, trading standards and health and safety.

4.34 Developing appropriate, practical and economical product packaging is another big issue affecting many small companies, but can be so varied and take on so many forms. It is vital that there is information exchange, and that companies work together where there are overlaps. This is something that the FEZ hopes to achieve, and would certainly be interested in working with a Centre in Bodmin if developed.

4.35 Norton Barton Artisan Food Village aims to focus on SMEs and will be developing a centralised services distribution hub, which will lead companies on their journey from inception to critical mass stage. Companies would be encouraged to move on to meet the next stage of development, and whilst Bodmin is some distance from Bude, it would appear appropriate for any development at Bodmin to deliver this grow-on space, rather than duplicating the incubator facilities at Norton Barton.

4.36 In terms of need for a test kitchen, this facility is available at the Stoke Climsland campus of the Duchy College (just 25 miles from Bodmin) and this function will support the wider sub-region. Therefore, it is not being duplicated at the FEZ. It is important to engage with the College and build a relationship so that companies can use the facilities to their full capacity. It is considered that The Duchy College has the capability and facilities to play a big part in the product development stage.

Food Works, North Somerset Council

4.37 North Somerset District Council are in the process of launching FoodWorks SW, which will be a new food and drink innovation centre offering food grade business units, product development facilities, food labs and hands on business support to help business grow. The proposed Centre will be located at the Food Enterprise Zone within the Weston Business area adjacent to J21 of the M5.

4.38 Following a business engagement and feasibility exercise, the council identified a demand from food related SME’s for both premises and business support.

Furthermore, there was a desire from a number of these businesses to be clustered together. However, whilst a need was identified through companies responding to a business survey, it is now considered that the exact nature and scale of need should be more accurately determined.

4.39 Therefore, the Council has appointed a company, BIC, to co-ordinate a pilot programme of business support for a period of 18 months. This will be run from an existing managed workspace centre, and will involve BIC and a range of other business advisors providing support. This is likely to be workshops and other business sessions, but it is for BIC to shape the programme as the nature and scale of need evolves. The feedback should also provide further more concrete evidence for the type of business centre that should be developed.

4.40 The premises will be developed on a 4-acre site and it is envisaged that they will comprise small start-up units, a business centre, development centre, and ultimately, grow-on space, or at least land for grow-on space. The business units will be geared to food processing and will be food grade type space.

4.41 The rationale behind a development centre is that companies currently have no such facility within a reasonable drive time and rely on Duchy College and Campden Laboratories in Gloucestershire to deliver this function.

4.42 FoodWorks SW will not operate in isolation and will look to link with the other centres in Somerset and Cornwall to build a network for the whole of the South West. In common with those areas, north Somerset has a skills shortage in engineering, including process and mechanical engineering and will look to build the skills base in the South West.

Food Enterprise Advisory Support Team (Feast)

4.43 This is a three year initiative aimed at SMEs in the food and drink sector in Derbyshire and Nottinghamshire, which will provide business support, and is funded through the Local Enterprise Fund.

4.44 The programme will be run by the Food and Drink Forum, an industry-led body which was set up 18 years ago to support and develop the sector. It will provide a range of technical services, including business mentoring, network events, an apprentice programme, and capital grants for companies looking to expand.

4.45 The funding has come via the D2N2 LEP, and the Growth Hub will have a role in helping Feast engage with local businesses.

5.0 BUSINESS SURVEYS

Introduction

5.1 This section outlines the feedback received to date from discussions held with businesses active in the food and drink sector within a 20-mile radius of Bodmin.

5.2 The survey was undertaken by postal and telephone questionnaire, sent to approximately 130 businesses involved in food and drink processing, and also those that support the sector supply chain. It has resulted in 38 companies providing feedback. This equates to a 29.2 percent response.

5.3 The interviews followed an agreed questionnaire (see Appendix 4) and were aimed at building a picture of how businesses operate. The questions covered a range of topics and these have been analysed and broken down into the following tables and comments.

5.4 Firstly, business activity was determined, broken down by the area of food and drink they processed.

Table 12 – Business Activity

Business Activity	Count	Percentage
Beverages	12	31.6
Dairy	6	15.8
Confectionery	3	7.9
Meat	3	7.9
Prepared meals	3	7.9
Fish	2	5.3
Bakery	2	5.3
Eggs	1	2.6
Other	6	15.8
Total	**38**	**100.0**

Source: BE Group, 2016

5.5 The surveyed respondents operate with a variety of business activities, but with beverages the largest responding group.

Table 13 – Employees

Employees	Count	Percentage	Average Per Business
Full time	182	84.3	4.8
Part time	34	15.7	0.9
Total	**216**	**100.0**	**5.8**

Source: BE Group, 2016

5.6 The survey indicated the demand of full time labour as being small with only 10.5 percent of the companies having 10 or more full time employees. The information also indicated a strong preference for full time employment with only 15.7 percent of surveyed businesses employing on a part time basis.

5.7 Companies were then asked to indicate the type of premises that they occupy.

Table 14 – Premises type (multiple responses)

Type of Accommodation	Count	Percentage
Home kitchen/ Farm	20	52.6
Office	5	13.2
Serviced Space	0	0
Modern Purpose Built Industrial Unit	11	28.9
Mill/ Converted Space	4	10.5
Retail	3	7.9
Other	3	7.9

Source: BE Group, 2016

5.8 Data indicated that home kitchens and farms are by far the most popular accommodation to support their business needs, and reflects the small nature of the sector with many companies either operating as a lifestyle business, or they have yet to make the step up to commercial premises. Unsurprisingly 60.5 percent of businesses owned their property, with 39.5 percent currently leasing.

Table 15 – Size of Premises

Size of Premises	Count	Percentage
0-100 sqm	11	28.9
101-200 sqm	9	23.7
201-500 sqm	9	23.7
501-1000 sqm	2	5.3
1,001-2,000 sqm	1	2.6
2,001-5,000 sqm	1	2.6
5,001-10,000 sqm	1	2.6
Larger than 10,000 sqm	0	0

Source: BE Group, 2016

5.9 The responses indicate that small premises are usually sufficient for their operational needs, with 76.3 percent of the premises under 500 sqm. There were a small number of operators that reported sizeable premises, including two respondents reporting premises over 2,000 sqm. Three respondents did not provide a response to this question.

5.10 Companies were also asked about satisfaction with their current premises. 84.2 percent of the companies indicated they are happy at their current accommodation. The remaining 15.8 percent who were not happy indicated reasons why:

- Due to currently manufacturing in a second kitchen area in the hotel the business runs, new premises are required
- Premises not suitable for future ideas
- Current unit does not have main sewage connection
- They would ideally like a purpose-built and served premises which we were initially promised but the landlord has re-engaged
- The current premises is too small.

5.11 In BE Group's experience of conducting similar surveys, a level of dissatisfaction of 15.8 percent is considered high as a response to this question, albeit that this is a relatively small sample size. This suggests that there is a demand for improved premises in the current market. But other factors such as lease terms and flexibility can influence decisions to move.

Fit for Purpose

5.12 Companies were also asked to indicate whether they considered their premises were fit for purpose, and if so what were the main attributes. 86.9 percent of respondents indicated that their premises are fit for purpose, with reasons cited including the provision of the key facilities such as:

- Toilets
- Staff kitchen facilities
- Office space
- Floor-drains
- 3 phase electrics
- Bespoke sized equipment (vessels)
- Wash-down surfaces
- Chilled storage
- Hot cabinets
- Storage
- Industrial ovens
- Non-slip flooring
- Separate warehouses
- Containers
- Large walk in chillers
- Maturing and packing facilities with associated facilities
- Racking in warehouses
- Dock levellers
- ‘Clean room' style packing areas
- Brewing equipment
- Distilling equipment
- Bottling plants.

5.13 The remaining 13.1 percent of respondents indicated that their premises are not fit for purpose due to the following:

- Needing more conversion/fit-out of units
- Needing more space
- Awkward layout of premises
- The cost of equipment.

5.14 Where companies indicated a requirement for new premises, they were asked to indicate size of premises.

Table 16 – Size of Premises Required

	0-200 (sqm)	201-500 (sqm)	501-1000 (sqm)	1001-2000 (sqm)	2001-5000 (sqm)	+5000 (sqm)	Unsure	Total
Number	4	5	2	0	0	0	4	15

Source: BE Group, 2016

5.15 Then respondents that expressed intent to expand or relocate, were then asked what tenure they preferred.

Table 17 – Tenure preferred – Business survey respondents

	Count	Percentage
Lease	8	53.3
Ownership	2	13.3
Unsure	5	33.3
Total	15	100.0

Source: BE Group, 2016

5.16 There is a preference to lease from a greater number of respondents with only two companies firmly stating they wish to buy.

Food Sectors in Bodmin

5.17 The survey asked all the businesses if they would consider relocating to a new Agri-Food Centre in Bodmin. 28 respondents (73.7 percent) said no, and 10 respondents (26.3 percent) said yes. Reasons for not wanting to relocate to Bodmin included:

- Expense
- Location isn't beneficial
- Already expanded a purpose built premises
- There are very few 1,000 sqm units suitable for food production available in Cornwall
- Distance is too great from St Austell to Bodmin due to young children.

5.18 The 26.3 percent of respondents that *would* consider relocating to a new Centre in Bodmin, were then asked what facilities they would require and if their business would benefit from shared facilities in Bodmin. The results are in the table below.

Table 18 – Benefits / Requirements for Shared facilities (Multiple responses)

Benefit/ Requirement	Count	Percentage of respondents
Delivery Area	10	100.0
Cold or Chilled Storage	9	90.0
Freezing Facilities	7	70.0
Test Kitchen/ Laboratory Space	5	50.0
Security	8	80.0
Site cleaning & Maintenance	7	70.0
Quality Control	7	70.0
Combined Heat and Power	8	80.0
Renewable Energy	8	80.0

Source: BE Group, 2016

5.19 Each of the ten respondents identified their business would benefit from a delivery area and nine stated they would benefit from cold or chilled storage facilities. The test kitchen and laboratory space was seen to be the least beneficial facility, although five businesses stated they would benefit from the availability of using the kitchen and laboratory space.

5.20 All 38 respondents were also asked if they could benefit from other support services at a new Agri-Food Centre in Bodmin. Responses included:

- Business planning
- Business management
- Planning
- Marketing and Sales Product research
- IT support
- Food handling
- Hygiene
- Business knowledge transfer and support would be required
- Centralised training and cross business work experience
- Health and safety and food safety
- Business Support Service and Finance.

Summary

5.21 A response rate of 29 percent of all food related businesses in an approximate 20-mile radius is considered to be a good rate of return statistically. All other companies were invited to respond but declined. The only exception to the survey were the larger businesses, who form part of Better Bodmin, and who were contacted separately for more detailed one to one consultations.

5.22 The vast majority of businesses are classed as micro-businesses with just under 90 percent employing less that ten people. This is consistent with the findings of the socio-economic analysis in Chapter 2.0. This is also reflected in the current premises of respondents, where 42 percent operate from home or farm premises, and 82 percent occupy premises of under 1,000 sqm.

5.23 Feedback from businesses that are satisfied with their current premises and consider them fit for purpose, as well as those seeking to expand or relocate, gave a good level of detail of what facilities are important. This information can help to shape the specification of a new Agri-Food Centre at Bodmin. Some of the equipment/facilities listed are company or process specific, and would therefore form part of a tenant's fit-out. Others, such as non-slip floors, wash-down areas and floor drainage, three phase electricity and storage areas, are common to many of the responding companies, and these set a minimum standard that needs to be provided. They also echo the comments drawn from managers of other centres around the country.

5.24 Those companies who would consider a move to Bodmin, provided a mixed response for the need for shared facilities, although every company saw a benefit from cold storage, and three quarters would use shared freezing facilities such as a blast freezer. The responses reinforced the need for a shared delivery area. The question was aimed to establish a demand for a distribution hub, which many of the consultee group also felt was an important addition.

5.25 Power, and the cost of power is important to businesses. There is a need to ensure there is adequate service provision and three phase power to each unit is a must. The cost of power is also important, and providing combined heat and power or renewable energy is on many of the companies' wish lists. This fits well with the work that the University of Exeter is undertaking with food and drink companies in Cornwall to develop the circular economy.

5.26 A test kitchen is not on every company's 'wish list' and whilst it is a facility that companies may well make use of, some do without, or have already suitable arrangements elsewhere.

5.27 Finally, the businesses were clear that they would benefit from a whole range of other services, and even those not interested in relocating to Bodmin indicated that they would travel to use business services. A number of more in depth interviews with small companies highlighted the lack of support, or their failure to identify available support in the Cornwall area. These companies would clearly welcome a support network accessed through a central business hub to assist with areas such as marketing, packaging, food hygiene, bulk buying and distribution.

6.0 CENTRE ASSESSMENT

Introduction

6.1 This section looks at the development of an Agri-Food Centre in Bodmin. It considers location, potential cost of development, as well as possible income generation.

Location

6.2 There is a general agreement that Bodmin is a natural location for the development of a new Agri-Food Centre. There is already a food cluster with Tulip, Proper Cornish, Buttermilk and Kelly's of Cornwall within the town and a number of other food processing businesses close by e.g. Trewithen Dairy and Ocean Fish. This cluster not only delivers a level of knowledge for the sector, but there is a pool of labour, and supply chains servicing substantial operations.

6.3 Bodmin is a fairly central location for the rest of Cornwall, it is adjacent to the A30 the main route connecting Cornwall to the M5, and is at the junction with the A38 connecting to Plymouth and South Devon. The town is also one of Cornwall's growth points. 3,000 new homes are proposed to 2030, with 20 percent already committed. With new homes comes the need for new employment, and the food and drink sector can deliver new jobs. It is proposed that 8,800 sqm of industrial floorspace will be developed in the plan period and 650 new jobs created.

6.4 There are three sites allocated in Cornwall's Development planning document which could deliver the development, but at present no location has been established.

6.5 The sites are to the north east adjacent to the main employment areas and which will benefit from improved access to the A30, and to the west at Beacon Technology Park. The Town Council has a relaxed approach to development and suggests that locations outside the allocated sites would be considered on their merits, although this is not explicit in Local Plan policy.

6.6 The remit of this study is not to identify a site, rather to look at the criteria that can help focus on the nature and location of the Centre. Beacon Technology Park could deliver the business function. It is one of Cornwall Council's administrative centres which could offer complementary functions, but as an industrial location, it is away from the main industrial areas and the A30. Either of the other locations which are the Callywith

Urban Village and the mixed use allocations around Launceston Road are better placed to support industrial development.

Development Costs/Values

6.7 At this early stage development costs can only be given as a very rough guide, and will depend on a range of factors – the scale of development, the cost of land, the level of internal fit-out, and the scale and nature of the central facilities. It is therefore vital that it is understood that the costs included in the section are indicative.

6.8 In 2015 BE Group undertook a feasibility study of a similar development in South Wales. This development comprised:

- Production units in small terraces of c. 147 sqm, 7m in height to accommodate a mezzanine. Toilets, shower/changing area, floor drainage and wash-down walls/floors
- Central block with showroom, test kitchen, development laboratory, office, café and ancillary areas for training
- Separate area for external storage units.

6.9 The costs are shown in Table 19.

Table 19 – Indicative Construction Costs of Comparable Units

Building	Floor area (sqm)	Cost (£)
Production units(shell)	1,025	812,000
Tenant fit-out	1,025	1,379,000
Central building(shell)	660	716,000
Central building fit-out	660	750,000
External areas	-	737,000
Fees, finance, land	-	363,000
Site preparation/services	-	1,669,000
Total	**3370**	**6,426,000**

Source: BE Group, 2016

6.10 The costs could differ greatly. For example, the site preparation costs in this example were for an unserviced site and allowed for services being brought in, as well as a new sub-station. Fit-out can also vary greatly and a global rate per sqm was applied here. However, these costs are not atypical of a new development.

6.11 Using the general rates per sqm, and assuming more straightforward site purchase and preparation, an indicative cost for the development of an Agri-Food Centre in Bodmin has been provided as a guide only, to the potential scale of cost that could be incurred for a first phase of development. Based on the consultation with food sector stakeholders and other UK food centres, as well as local market research, it is considered that the Agri-Food Centre development should initially include:

- 4 x 100 sqm units and 6 x 150 sqm accelerator units
- A central building with a 50 sqm managers/admin office and a 50 sqm meeting room (with potential for subdivision/expansion dependent on the number of staff, etc), 100 sqm kitchen and 200 sqm breakout space/cafe
- A 500 sqm logistics hub.

6.12 Allowing for a standard 40 percent site coverage, this development would require a site of around 0.55 ha. To enable a further phase of development, as well expansion plots for businesses and land to attract inward investors it is recommended that an additional 0.55 ha is made available. This would potentially allow for a further 2,200 sqm of industrial accommodation.

6.13 In addition to the 1.1ha site to meet the above requirements, further land of at least 2 ha, could be incorporated in any future FEZ. This does not need to be acquired although a much larger site could be acquired to enable land to be held for the longer term development of the cluster. However, Better Bodmin would need to be mindful of the up-front cost of land acquisition, and the holding costs until plots are sold and developed. In practice larger businesses would look to acquire land directly for their own operations.

6.14 Table 20 outlines an estimation of the costs required for the development. These are indicative, and require much more research and detail.

Table 20 – Indicative First Stage Development Costs for Bodmin Agri-Food Centre

Building	Floor area (sqm)	Cost (£)
Accelerator Units (shell)	1,300	1,033,500
Accelerator Units (basic fit-out)	1,300	1,748,500
Central building(shell)	400	434,000
Central building (fit-out)	400	454,400

Storage/Distribution Hub (shell)	500	322,500
Storage/Distribution Hub (fit-out)*	500	201,750
Land purchase	-	370,000
Site preparation/services	-	75,000
Total	**4400**	**4,639,650**

**Fit-out of 30% of building*

6.15 The land element and site preparation can only be indicative costs, until such time as a site is identified and due diligence undertaken.

6.16 The rental income for a unit of this nature in Cornwall is likely to be in the region of £80.00/sqm (£7.50/sqft), thus ten accelerator units totalling 1300 sqm could deliver a rental income in the region of £104,000 per annum. This is rent only, and other premises service provision should be covered by a service charge – staff, cleaning, maintenance, heating of common areas. On a typical business park, this could vary from £30.00-£50.00/sqm.

6.17 In addition will be provision of business services, which until the scope of these are agreed, cannot be determined.

6.18 As a guide to income that the Centre should be aiming for, both Pool Innovation Centre and Krowji support staff at a rate of around one person per £100,000 turnover, to cover all running costs.

7.0 DELIVERY AND RECOMMENDATIONS

Introduction

7.1 The findings of the research set out in the earlier sections of this report point to a demand for a range of services that could be offered by Better Bodmin. The food and drink sector is particularly strong across Cornwall, and more locally, around Bodmin, food and drink account for a high percentage of both businesses and employees working in the industry – three times the national average, and markedly higher than the average across Cornwall.

7.2 The LEP's Strategic Economic Plan sets out a number of priorities which are directly relevant to the agri-food sector. The development of an Agri-Food Centre providing a range of functions and services can align with these priorities and can become a regionally significant hub for the food and drink sector. A number of factors support this. The presence of major employers such as Tulip, Kellys of Cornwall and Proper Cornish; the strategic position of the town on the A30, and the plans to see growth there; the HE/FE sector that can support the sector and also the wider supply chain; plans to develop a new livestock market which will support the wider agriculture sector.

7.3 The hub, centred on the Agri-Food Centre should be regionally important not only supporting the whole of Cornwall and the Isles of Scilly, but linking with other locations such as the existing FEZs, the education asset base and locations and institutions outside Cornwall serving the wider South West. The focus should be on developing the existing manufacturing base and food and drink supply chain to raise productivity of the range of businesses and add value to the sector as whole. This is seen as a complementary function to the existing FEZ's and the other assets.

7.4 The Agri-Food Centre also has potential to deliver a further FEZ, possibly under the existing programme, or under a new round. The potential for the creation of a FEZ should be explored with the LEP.

7.5 If the creation of a FEZ cannot be achieved, Better Bodmin should explore other avenues for business support.

7.6 There is a need to identify a site at an early stage to be able to seek funding support and undertake a more detailed feasibility into the development of the Centre.

7.7 Whilst Bodmin supports a number of major food producers, the vast number of businesses are small, which should also be embraced by the Centre; according to the ONS business counts over 90 percent of those companies employing 10 people or less, compared with the Cornwall figure of 88 percent. Less than one percent of companies employ over 50 staff. The business count identifies around 800 companies involved in food and drink in some form ranging from primary agricultural producers to retailers and catering outlets.

7.8 BE Group's own research identified around 130 businesses that are involved in food processing of some kind, either sole manufacturers or as part of a wider retailing trade.

7.9 The survey of these businesses, suggested that whilst a number of the companies are happy with their premises, which often have been adapted to meet their needs, there is a significant proportion that would be interested in relocating, and that a location within a food cluster in Bodmin would be of interest. Therefore, the Agri-Food Centre can provide a base for these developing companies. Incubator space for business start-ups has been considered, but with over 40 percent of businesses developing products from home, and the availability of development functions at Duchy College, coupled with start-up space at Norton Barton Artisan Village, the focus, at least in the first phase of development should be on accelerator space for growing, indigenous companies. To allow for further phases of development, additional land should be purchased for additional accelerator units, as well as for expansion space, and to provide plots for potential inward investors

7.10 In addition, the provision of support services is seen as a key part of the Agri-Food Centre, particularly to help develop the company through marketing, funding and business planning, technical assistance, bulk buying, packaging and distribution. These services would not only assist companies locating at the Centre but would reach out to a much wider network. The demand for this type of services was identified across a wide spectrum of organisations, from the businesses themselves, support agencies, other private sector service sectors and the education and training sector.

7.11 Whilst technical assistance in testing developing products is seen as important, this function attracted less interest, and it was felt that the services are already available, whether it is at the micro-biology Westward Laboratories, Callington, or the Food Innovation Centre at Duchy College. However, the Agri-Food Centre can benefit from using the expertise and linking to these facilities.

7.12 There is also support for a logistics hub that will help businesses reduce and share distribution costs through efficiencies such as load consolidation. This could also include chilled and frozen storage.

Project Delivery

7.13 The provision of an Agri-Food Centre will require substantial funding support to get off the ground. Estimated costs to deliver all the services envisaged, could see a capital cost of approximately £4.6 million. The industrial element alone, when taking site acquisition, site preparation and construction costs into account, could be £2.2 million. If the annual rental income is in the region of £100,000, the investment return would be around 4.5 percent on the industrial element, which is much lower than a private sector developer or investor would accept. Public sector support could improve the rate of return for investors.

7.14 The study has identified different elements which could be funded and delivered separately, and fall into both revenue and capital projects. These are set out later in this section as Priority Themes, which can form the basis for funding bids. The funding may come from a range of public and private sector sources which need to be identified as part of the next stage of feasibility, particularly as European pots will now be reduced and ultimately curtailed. Bidding for European funds is uncertain, with some statements suggesting current commitments may be supported, whilst others suggest currently nothing can be guaranteed beyond 2017.

7.15 The Local Enterprise Partnership's Strategic Economic Plan 2014-2020 identifies business growth and infrastructure programmes and improvements in productivity, together with supply chain integration as one of its priority areas. The projects arising from the Priority Themes need to be geared to these key areas if they are to attract LEP support. Supply chain efficiencies through the distribution hub is one area where Better Bodmin should seek support.

7.16 The LEP also has made raising workforce skills a priority, and has identified a number of areas that will be targeted. These include working with schools to give more workplace experience, working with employers to help shape skills development and training, and ensuring much stronger links between education and business. The activities identified which could be run through the business centre can support these objectives.

7.17 Other funding sources should be investigated. They could include:

- **Private sector investment for specific schemes/projects –** Dairy Crest, for example has invested in other regions and would not discount investing in the Agri-Food Centre for the right project;
- **Local authority investment –** The Council may be able to access funding, or loan capital if there are long term returns on the capital invested;
- **Institutional investment –** This is possible if the financial institution is guaranteed secure long term income, such as the local authority taking an overriding head-lease. One model is known as an annuity rent model where a long term lease is granted for 35 years or more. The institution will accept a very low yield, typically around 4 percent, which in turn means the rent paid by the head lessee can often be below market rent, and thus a profit rent can be achieved on under-lettings. At the end of the term the property is vested with the head lessee at no cost, as the institution has secured its pay back through the income stream (this form of investment originated with food retailers and has been adopted by a number of local authorities).
- **Membership subscriptions –** This is unlikely to generate any substantial income but could help fund the administration of early revenue projects. Support may be sought from member organisations and other partners to kick start projects, or fund a staff resource.

7.18 The findings of the study highlight a range of projects and activities that could be taken forward as part of the Agri-Food Centre. Table 21 summarises these and provides a commentary on whether each activity should form part of the priority projects.

Table 21 – Project Options

Project	Reasoning	Options
Establish a delivery organisation and management team	The delivery of the Agri-Food Centre will bring together a wide range of different organisations, and which will require hands on management and co-ordination to drive both the development of the Centre, and the ongoing delivery of services. A loose alliance or forum of businesses is unlikely to meet the objectives alone, and there is a need for a clear organisational structure. This may well have a board of management drawn from Better Bodmin, but with operational personnel/organisation working to the Board.	**Loose Alliance/business forum** A forum led by Better Bodmin or another organisation, which is drawn from a range of businesses and can oversee the development of the Centre, and the ongoing management of the Centre. The group, could employ staff to run the facility and co-ordinate services, or could engage a third party. The potential weakness of this arrangement is its ability to procure the development. **Public/private sector joint venture** A joint venture partnership, with development expertise that can deliver the development of the Agri-Food Centre, and seek private sector funding. **Private sector service provider** Appointment of a third party contractor experienced in running managed workspace, may be a longer term aim, once the Centre is established and developed. The funding of the contractor would come from rental and service receipts and should be self- financing. Operators could be specialist private sector organisations or education providers. There must be an emphasis on business service provision, rather than just facilities management. The provider would co-ordinate other partners and business service providers to maintain an effective information portal. If a logistics hub is part of the Centre, this may be run by a separate logistics company.
Develop food grade industrial units	The market signals suggest that there is a good level of demand for small industrial space for food producers in the Bodmin area. Whilst there may be a demand from some start-up companies, a greater need is likely to be for established businesses where grow-on space will bring direct benefits in improvement in efficiency and productivity True incubator space is costly to develop and run, and	**Accelerator business space** A development scheme for the delivery of small industrial units within a 100-150 sqm range. This will require: • Identification of a suitable site and the cost of purchase and servicing • Agreement of scale and specification of the development, but should be flexible to allow production and storage, wash-down areas, floor drainage, changing/shower with minimal tenants fit-out.

Project	Reasoning	Options
	must rely on a high level of interest and throughput of companies. It is unlikely this will be achieved in Bodmin, and those businesses can be assisted at Norton Barton where start-up space will be available, or Duchy College, where full development facilities with technical support are available. Funding will be the biggest challenge as the investment return from rental income on capital employed is likely to be very low, and the private sector alone is unlikely to fund such a development.	
Business Centre	An early win that Better Bodmin can achieve is the development of a knowledge portal, directing users to training options, industry organisations, researchers, sources of funding, suppliers, similar businesses, events and functions, leaders in the industry, etc. This will improve sharing of information in the industry and encourage closer networks in a relatively inexpensive and quick manner. The business function is considered by many of the consultees as the most important function that Better Bodmin can deliver. This does not require purpose built premises as part of the Agri-Food Centre from day one. The function could operate from an existing business or one of the education establishments. There are a number of organisations that could deliver this function, but it is recommended that the function, initially at least is either run through Better Bodmin, or is a bolt on to the Growth Hub, engaging with all the partners to build a network of knowledge and events. Once established, a more formal approach can be developed with the service fully staffed or outsourced.	**Growth Hub** Using the offices and functions of the Growth Hub, if the LEP is able to provide this support may be the most effective way of providing an information portal. This would rely on the Growth Hub having the capacity to have a food and drink sector function. More likely will be the use of the Growth Hub to signpost businesses back to Better Bodmin, and it will be an important element of the network. No discussions have been held with the Growth Hub. **Knowledge Portal, local office** Subject to funding, in the short term, Better Bodmin could look to appoint a part-time or full-time administrator to develop links for the business Centre, and build relationships with organisations that can provide support, seek membership fees, and act as a signpost to that business support. The Portal could be located in one of the partner offices or within one of the FE/HE Colleges. A programme of marketing could be developed through a website, social media, partner organisations, and direct business engagement. A procurement facility could be developed to work with businesses to achieve economies of scale through joint purchasing.

Project	Reasoning	Options
	The business centre could evolve to embrace other functions, for example, it could provide a procurement service for SMEs where joint purchasing power and consolidation can bring economies of scale	**Business centre** A longer term aspiration should be the establishing of a business centre as an integral part of the Agri-Food Centre. This would be within a central building which could house administrative office, café, training rooms and satellite test kitchen, and would bring together the different training and business support organisations.
Test Kitchen	The establishment of a new development kitchen facility was questioned by a number of organisations, and the demand for a fully functioning and staffed facility at Bodmin was not supported by the company survey. The facility at Duchy College already fulfils this function, and whilst there is a perception that it is remote, and not well used in some quarters, the Centre does serve a wide range of businesses, and if emerging and established businesses want to develop products, they will travel to use the facility. A longer term aim could be the development of a satellite kitchen at the Agri-Food Centre that could be staffed and run on a part-time or full-time basis by the partnership.	
Education and training network	The FE/HE organisations serving Bodmin and the wider South West are all able to offer businesses support through training, research being undertaken and facilities available. These tend to be for different aspects of the sector: • Duchy College- degree level food studies, apprenticeships for food businesses, and the availability of a fully functioning development kitchen • Bodmin College – catering and hospitality both for	Better Bodmin, the LEP and Cornwall Council can all take roles in developing a network of collaboration with education establishments and also training providers. These links already exist between some organisations, but collaboration can be much greater. Better Bodmin can provide a link to industry to: • Understand the courses available to students and the opportunity to students • Understand apprenticeship opportunities, putting business and providers together

Project	Reasoning	Options
	11-16 and FE level students, with strong links to local business, apprenticeships, although food related yet to be developed • Truro and Penwith College – a strength in engineering studies which will be developed at the Bodmin campus, business support and an established apprenticeship programme • University of Exeter – currently researching the circular economy with food and drink businesses, and can provide advice and research findings to the industry. The Penryn Campus in Cornwall houses the University's Business School, which can link into the business support network • Plymouth University – currently run the three innovation centres on behalf of Cornwall Council, and can provide this expertise and advice. Also a partner university to Duchy College • Wider network- The Agri-Food Centre can link to the wider food and drink network of knowledge assets across the UK. Birmingham City University has indicated a strong interest in developing links. Education within schools is also seen as a key element for the long term development of the food and drink sector through providing an understanding of the wide range of opportunities available in the sector.	• Establish regular forums and networking of the FE/HE and schools • Developing training courses for businesses to up-skill and refresh skills for staff • Provide business support.
Logistics Hub	A number of organisations point to the need for a co-ordinated logistics and storage function. Whilst there are third party logistics providers operating across Cornwall, these are often too large for the smaller providers who instead will use their own transport. Some initiatives exist, with smaller distribution	**Information portal** The business centre can act as a co-ordinator to put companies together where there is a desire to consolidate transport. The information portal could list participating distribution companies, and could assist in identifying potential customers. Assistance could also be given for bulk and joint purchasing.

Project	Reasoning	Options
	companies linking with small businesses and consumers/retailers but there appears to be no widespread co-ordination for companies to consolidate or share loads. There is also a lack of chilled and frozen storage for businesses in Cornwall. The challenge will be finding a development or operational partner able to deliver and run a centre commercially, as it is unlikely that Better Bodmin will want to take on this function	**Logistics hub** A storage and distribution facility could be established as a central point for smaller producers, but also to help larger organisations facing increasing distribution costs. The information portal would be an integral part of the service. There is a need to develop chilled and frozen storage, and if a stronger demand can be confirmed, Better Bodmin could work with a third party provider to develop a facility either in Bodmin, or as an extension to an existing facility. This could work as a centralised location with satellite locations for pick-ups.

Source: BE Group, 2016

Recommendations for Priority Projects

Recommendation 1 – Project Prioritisation

7.19 There is a need to prioritise these different projects to ensure that the delivery of the Agri-Food Centre is realistic and achievable. This will ensure funds and activity are directed to those areas that align with the LEP's priorities and that are regionally important, acting as a catalyst for improving education, efficiency and productivity across the food and drink sector in Cornwall. Table 21 sets out a series of themes and tasks that could ultimately deliver the food and drink hub for Bodmin and Cornwall.

7.20 The themes cover three areas, and identify work streams to deliver the Agri-Food Centre:

- Formulate a bid to seek capital funding for the development of the Agri-Food Centre.
- Develop a network of collaboration and activities leading to a permanent knowledge transfer portal for companies to access business support.
- Develop links between the existing education institutions and also with industry.

Recommendation 2 – Site Identification and Acquisition

7.21 For funding to be secured for the Agri-Food Centre at Bodmin, there is a need to identify a site for the development at a very early stage. The costs of acquisition, site preparation and servicing will be a significant element of the development costs, and need to be established as part of the feasibility assessment. Initially, Better Bodmin should engage with Cornwall Council Planning and Economic Development to develop a viable site option, and agree which organisation should lead on acquisition, and start to explore the most appropriate partners to deliver the scheme. Following this, discussions should be opened with the landowner to procure the site.

Recommendation 3 – Further Feasibility Work

7.22 Better Bodmin should seek further support to develop a full bid for capital funding for the development of the Agri-Food Centre. This will encompass a detailed feasibility study that will assess all the physical elements proposed and identify the most appropriate partners to deliver the scheme. Drawing on experience from other ERDF bids for capital expenditure, Better Bodmin should consider separate funding for site works and the full design and development of the Centre.

Recommendation 4 – Development of Knowledge Transfer Portal

7.23 An early win for Better Bodmin should be the development of the knowledge transfer portal, which could also incorporate other services such as joint purchasing. There are a wide range of organisations providing business support in Cornwall. Details of these may already be held within an existing database or with a service provider such as the Growth Hub. The Growth Hub may also be able to provide this activity to the agri-food sector. Alternatively another provider could provide this service in the short term. The long term aim should be a permanent presence within the Agri-Food Centre. Better Bodmin should commission a study which reviews the current business support for the food and drink sector; identifies the needs and opportunities for providing better, more integrated services; and recommends a new delivery model with the potential to be self-financing in the medium term.

Recommendation 5 – Development of Links to Knowledge Institutions

7.24 The strength and diversity of the knowledge asset base within the FE/HE sector should be mapped to understand what the education sector can provide through support, training and education, and a programme of collaboration and activity can then be developed between the educators and business. This initiative will require countywide leadership, and the LEP and Cornwall Council should consider how best to drive forward this work and gain the active participation of education providers and the business sector.

7.25 Tables 22 to 24 bring together these recommendations in a series of priority themes which will form the basis of projects going forward.

Table 22 – Priority Theme – Agri-Food Centre

Priority Theme	AGRI-FOOD CENTRE
Project Lead	• Better Bodmin/LEP/CAC/Cornwall Council/Private Developer
Other Input	• Cornwall Development Company
Description	• Establish an industry hub centred on Bodmin for the agri-food sector. The hub will be a focus for the growth of the sector in Cornwall, and will also link with regional and national centres to establish and disseminate best practice, to build productivity and create value added for the food and drink sector • Creation of a number of elements to help accelerate growth of individual businesses and the sector as a whole, which may comprise dedicated food grade industrial space; logistics hub and business centre, as well as the establishment of a Food Enterprise Zone • Collaboration with other service, training and research providers in the areas to establish a network of facilities available to businesses.
Tasks	• Drawing on the findings of this study for a feasibility study to establish the key physical components of the Agri-Food Centre, and seek funding for the preparation of a bid for capital funds for the development of a centre. The bid will be based on a more detailed feasibility study for the delivery of each element of the Centre, including design • Preparation of a full bid which could either incorporate full servicing, design and development costs, or which could follow a model previously successfully followed, separating out infrastructure and site development • Undertaking further feasibility work to identify key players who could work in partnership to enable the development of a physical centre. This could include: o Key local businesses, including nationally recognised food producers, logistics providers, food service providers o Key asset providers, such as Duchy College Food Innovation Centre, the proposed engineering facility for Truro and Penwith College o FE/HE institutions o Business centre/ industrial developers o Business Centre operators o Institutional funders as joint venture partners • Identification of a suitable site and the cost of purchase and servicing • Agreement of scale and specification of development.
Resource management	• Resources will need to be allocated to further develop the application for additional feasibility work, and for the preparation of a bid for capital funding • A dedicated team, possibly administered through Cornwall Council or Cornwall Development Company to develop the bid • A dedicated team overseen by Better Bodmin to shape the nature of the Agri-Food Centre, funding opportunities and the model for the running of the Centre.
Alignment to LEP	• There is a strong alignment to all three strategic priorities in the LEP SEP (Future Economy, Growth for Business and Conditions for Growth) as well as three of the 15 priority themes: o FE3 Agri-food & agri-tech, food sustainability & innovation o GB3 'Grow on' and work space supply o CG1 Strategic and intra connectivity and infrastructure.

Potential Funding Sources	• Private sector/development partner • ERDF • EAFRD • Local Growth Fund • Cornwall Council – potentially through a development partnership rent guarantee/long-lease to a funding body.
Next Steps	• Better Bodmin, working closely with Cornwall Council and the CDC, should seek funding for a detailed feasibility study demonstrating how an Agri-Food Centre can be developed, and making the case for funding application. This would be a specific piece of work to shape the nature and design of the centre, and would be fully costed to meet ERDF/EAFRD requirements. Such a study needs to be commissioned at an early stage. The duration is likely to be 3-4 months, undertaken by a multi-disciplinary team experienced in such work • The feasibility study needs to address the partnership and delivery vehicle to establish the most appropriate vehicle capable of delivering the development.
Suggested Outputs per year	**Jobs** **GVA** **Businesses supported**

Table 23 – Priority Theme – Business Collaboration and Knowledge Transfer Portal

Priority Theme	BUSINESS COLLABORATION AND KNOWLEDGE TRANSFER PORTAL
Project Lead	• Better Bodmin/LEP/Cornwall Council/CAC
Other Input	• Local businesses- all sizes • Sectoral business representatives – e.g. Cornwall Agri-Food Council, Cornwall Business Forum, Cornwall Food and Drink, Chamber of Commerce, HE Business Schools • Cornwall Development Company • Growth Hub.
Description	• Developing a network of collaboration and programme of activity to develop strategic relationships and strengthen linkages between the businesses in the Agri-food sector • Establish a portal for the transfer of knowledge to agri-food businesses.
Tasks	• Establish whether the baseline data exists of business advice across Cornwall, for example through the activities of the Growth Hub • Develop a model for the knowledge transfer portal • Further consultation with local businesses of all sizes to understand willingness and enthusiasm for joining a business network, providing feedback from this demand study as a point of reference • Identify the current programmes of business support available to businesses • Establishment of any key players – e.g. build a network of business advisors in both the public and private sector able to provide different specialist advice • A programme of actions to encourage continued collaboration and cooperation between businesses the needs to be established, - e.g. regular business forums/ meetings; one to one consultancy programmes • Establish a way of businesses being able to share expertise and best practice • Establish the need for a joint purchasing facility.
Resource management	• Resources will need to be allocated to undertake the baseline review of services if this does not exist • Co-ordination of the resource could be undertaken as an add-on to the Growth Hub, but is likely to require additional staff resource and revenue stream • Over-arching management through Better Bodmin, Growth Hub or CAC.
Alignment to LEP	• There is a strong alignment to two of three strategic priorities in the LEP SEP (Future Economy, Growth for Business and Conditions for Growth) as well as three of the 15 priority themes: ○ FE3 Agri-food & agri-tech, food sustainability & innovation ○ GB2 Targeted and bespoke business support to those with potential to grow ○ GB5 Creating a step change in business innovation culture.
Potential Funding Sources	• Publically funded business support is often inefficient and therefore private-sector input needs to be investigated. This could be in the form of a business-led cooperative, membership scheme or voucher scheme which draws on funding support from the private sector.
Next Steps	• Better Bodmin, working closely with Cornwall Council and CDC, should commission work to establish the extent and nature of current business support. This is key to developing a model that can harness this support

	through a knowledge transfer portal focussed on agri-food. The LEP's Growth Hub should be engaged at a very early stage, as it is designed to provide this function. • Drawing conclusions from this mapping exercise, the work should establish how a dynamic delivery vehicle can be developed, which may be through the Growth Hub, or which may be a separate organisation, for example as a sub-group of CAC, or similar to the Feast, currently running in the East Midlands. This vehicle will deliver a programme of activities which will provide ongoing business support. This work will need to understand what the various support partners are able to provide, and make clear recommendations on a lead organisation, a location and a structure.
Suggested Outputs per year	**Businesses supported** **Jobs created**

Table 24 – Priority Theme – Links to Knowledge Institutions

Priority Theme	LINKS TO KNOWLEDGE INSTITUTIONS
Project Lead	• Better Bodmin/LEP/Cornwall Council
Other Input	• Local HE/FE institutions including Duchy College, Bodmin College, Truro and Penwith College, University of Exeter, Plymouth University • National and International FE Institutions with relevant pan-UK food related project and research e.g. Birmingham City University • Training providers • Sector Support Agencies • Cornwall Development Company • Growth Hub.
Description	• Developing a network of collaboration and programme of activity to develop strategic relationships and strengthen linkages between the knowledge assets including HE/FE institutions and sector support agencies to strengthen the Agri-food sector • There is potential for the 'knowledge institution network' to have a physical presence within the Agri-Food Centre, once developed.
Tasks	• Develop a programme of actions to: ○ Map the knowledge asset base identifying educational institutions, and research organisations supporting the agri-food sector, the different specialisms within those organisations, and the research programmes being undertaken. The scope should extend to the agri-food supply chain, including engineering, logistics and business support ○ Understand the courses available to students and the opportunity to students ○ Understand the current training available to businesses for up-skilling staff ○ Understand apprenticeship opportunities, putting business and providers together ○ Establish regular forums and networking of the FE/HE and schools ○ Strengthen links between the knowledge assets and business ○ Developing training courses for businesses to up-skill and refresh skills for staff ○ Analyse best practice in terms of how collaboration has been successful and unsuccessful between institutions in the past, and establish an action plan for an integrated and effective approach.
Resource management	• Resources will need to be allocated to further develop the relationship between the knowledge institutions • The initial work stream will map the knowledge base, and consider the shape and scale of the programme of activity. It is envisaged that this would be a commissioned piece of work • Developing a network to bring together the different institutions, and deliver forums, networking events and co-ordinate training courses, will require an ongoing staff resource and revenue stream. The commissioned work will provide the basis for this programme • Over-arching management through Better Bodmin or CAC.

Alignment to LEP	• There is a strong alignment to all three strategic priorities in the LEP SEP (Future Economy, Growth for Business and Conditions for Growth) as well as three of the 15 priority themes:
	  ○ FE3 Agri-food & agri-tech, food sustainability & innovation (1,166 participants involved with high level/future economy based skills training)
	  ○ GB5 Creating a step change in business innovation culture (346 companies cooperating with Research Institutions and 18,900 participants involved with skills training)
	  ○ CG4 Skills, talent & raising aspirations (34,300 taking part in skills for work training).

Potential Funding Sources	• The availability of potential funding streams to enable the development of this priority will need to be researched further, in a separate piece of work from this Report • One of the funding streams to be established through the Cornwall and Isles of Scilly Growth Programme is the European Agricultural Fund for Rural Development, which will welcome call for funding relating to Food Zone and Supply Chain Development from 2017. http://www.cornwallislesofscillygrowthprogramme.org.uk/fund/eafrd/
Next Steps	• The public sector, either led by the LEP or Cornwall Council should take the lead (possibly building on existing activities) to build collaboration between education institutions and linking with industry. There is a need for early engagement with the various education institutions to seek their agreement that a programme of collaboration will benefit the agri-food sector in Cornwall • This would then lead to the mapping exercise, which could be undertaken independently, or could be led by one of the educators • The future development of activities identified in the tasks are wide ranging, and will need to be co-ordinated. The shape and nature of the programme is uncertain and a lead organisation needs to be identified, but could be through Cornwall Council, a CAC sub-group, or one or more of the education institutions with industry input.
Suggested Outputs per year	**Jobs** **GVA** **Workforce in training** **Students entering agri-food for further education**

Appendix 1

List of SIC Codes included in Food Sector Analysis

01000 : DEFRA/Scottish Executive Agricultural Data
01110 : Growing of cereals (except rice), leguminous crops and oil seeds
01120 : Growing of rice
01130 : Growing of vegetables and melons, roots and tubers
01140 : Growing of sugar cane
01160 : Growing of fibre crops
01190 : Growing of other non-perennial crops
01210 : Growing of grapes
01220 : Growing of tropical and subtropical fruits
01230 : Growing of citrus fruits
01240 : Growing of pome fruits and stone fruits
01250 : Growing of other tree and bush fruits and nuts
01260 : Growing of oleaginous fruits
01270 : Growing of beverage crops
01280 : Growing of spices, aromatic, drug and pharmaceutical crops
01290 : Growing of other perennial crops
01300 : Plant propagation
01410 : Raising of dairy cattle
01420 : Raising of other cattle and buffaloes
01450 : Raising of sheep and goats
01460 : Raising of swinepigs
01470 : Raising of poultry
01500 : Mixed farming
01610 : Support activities for crop production
01629 : Support activities for animal production (other than farm animal boarding and care) nec
01630 : Post-harvest crop activities
01640 : Seed processing for propagation
03110 : Marine fishing
03120 : Freshwater fishing
03210 : Marine aquaculture
03220 : Freshwater aquaculture
10110 : Processing and preserving of meat
10120 : Processing and preserving of poultry meat
10130 : Production of meat and poultry meat products
10200 : Processing and preserving of fish, crustaceans and molluscs
10310 : Processing and preserving of potatoes
10320 : Manufacture of fruit and vegetable juice
10390 : Other processing and preserving of fruit and vegetables
10410 : Manufacture of oils and fats
10420 : Manufacture of margarine and similar edible fats
10511 : Liquid milk and cream production
10512 : Butter and cheese production
10519 : Manufacture of milk products (other than liquid milk and cream, butter, cheese) nec
10520 : Manufacture of ice cream
10611 : Grain milling
10612 : Manufacture of breakfast cereals and cereals-based foods

10620 : Manufacture of starches and starch products
10710 : Manufacture of bread; manufacture of fresh pastry goods and cakes
10720 : Manufacture of rusks and biscuits; manufacture of preserved pastry goods and cakes
10730 : Manufacture of macaroni, noodles, couscous and similar farinaceous products
10810 : Manufacture of sugar
10821 : Manufacture of cocoa, and chocolate confectionery
10822 : Manufacture of sugar confectionery
10831 : Tea processing
10832 : Production of coffee and coffee substitutes
10840 : Manufacture of condiments and seasonings
10850 : Manufacture of prepared meals and dishes
10860 : Manufacture of homogenised food preparations and dietetic food
10890 : Manufacture of other food products nec
10910 : Manufacture of prepared feeds for farm animals
10920 : Manufacture of prepared pet foods
11010 : Distilling, rectifying and blending of spirits
11020 : Manufacture of wine from grape
11030 : Manufacture of cider and other fruit wines
11040 : Manufacture of other non-distilled fermented beverages
11050 : Manufacture of beer
11060 : Manufacture of malt
11070 : Manufacture of soft drinks; production of mineral waters and other bottled waters
28930 : Manufacture of machinery for food, beverage and tobacco processing
46110 : Agents involved in the sale of agricultural raw materials, live animals, textile raw materials and semi-finished goods
46170 : Agents involved in the sale of food, beverages and tobacco
46210 : Wholesale of grain, unmanufactured tobacco, seeds and animal feeds
46230 : Wholesale of live animals
46310 : Wholesale of fruit and vegetables
46320 : Wholesale of meat and meat products
46330 : Wholesale of dairy products, eggs and edible oils and fats
46341 : Wholesale of fruit and vegetable juices, mineral waters and soft drinks
46342 : Wholesale of wine, beer, spirits and other alcoholic beverages
46360 : Wholesale of sugar and chocolate and sugar confectionery
46370 : Wholesale of coffee, tea, cocoa and spices
46380 : Wholesale of other food, including fish, crustaceans and molluscs
46390 : Non-specialised wholesale of food, beverages and tobacco
47110 : Retail sale in non-specialised stores with food, beverages or tobacco predominating
47210 : Retail sale of fruit and vegetables in specialised stores
47220 : Retail sale of meat and meat products in specialised stores
47230 : Retail sale of fish, crustaceans and molluscs in specialised stores
47240 : Retail sale of bread, cakes, flour confectionery and sugar confectionery in specialised stores
47250 : Retail sale of beverages in specialised stores
47290 : Other retail sale of food in specialised stores
47810 : Retail sale via stalls and markets of food, beverages and tobacco products

Appendix 2

List of Consultees

Birmingham City University
Bluestone 360
Bodmin College
Bodmin Town Council
Buttermilk
Cornwall and Isles of Scilly LEP
Cornwall Business Forum
Cornwall Chamber of Commerce
Cornwall Council Regulatory Services
Dairy Crest
Delipops
Duchy College/Cornwall College
Exeter University Business School
Hambleton Borough Council
Kivells
Norton Barton Artisan Food Village
Ocean Fish
Pool Innovation Centre
Rustic Cakes
Shropshire Food Enterprise Centre
South Glade Food Park
SW Manufacturing Advisory Service
Trewithen Dairy & FEZ
Truro and Penwith College
Tulip
Vickery Holman
Wanless Industrial

130 local businesses were also surveyed with 38 responding.

Appendix 3

Precedent Examples of Existing Food Parks

PUBLIC SECTOR AGENCY INITIATIVES

Barker Business Park, Ripon	
Number of Units	11
Unit Size Range (sqm)	150-450 sqm
Total Floorspace	2,000 sqm
Unit specification	• White Food Grade walling and ceilings to BRC standards • BRC Food Grade non-slip flooring • Doors have Food Grade finishes • Roller shutter doors (goods in and goods out) • Main plant outside production areas (in roof void) • Arco strip to goods in and out areas Units can be adapted by the tenant to suit their individual requirements, e.g. such as installing cold stores.
On site facilities	Café selling local produce
Example Occupiers	Crofters Food True Foods Masham Sausages
Funding	Yorkshire Forward
Management	Barker Business Park
Additional Information	Phase 1 consisted of six starter units, followed by Phase 2 which incorporated grow-on space. As well as the 11 food units there are some general industrial/office units suitable for non-food sector companies on the business park.

Cross Hands Food Park, Cross Hands	
Number of Units	8 incubation units Total site area is 20 ha Plots from 1.2 ha available for development
Unit Size Range (sqm)	232-465 sqm (incubation units) Individual businesses have developed own premises (including Dawn Pac, which has 18,600 sqm production facility on the site).
Total Floorspace	Unknown
Unit Specification	Incubator units have mezzanine floor storage and office facilities Tenants are at liberty to fit-out units according to their own needs.
Other on-site facilities	Food technology centre with team of expert staff to help with: • Product development/assessment • Factory design and equipment sourcing • Process development and manufacturing • Quality management systems and auditing

Cross Hands Food Park, Cross Hands	
	• Training courses
Example Occupiers	Castell Howell Dawn Pac Gower Foods
Funding	WEFO Objective One, Welsh Assembly Government (Now Welsh Government) and Carmarthenshire County Council
Management	Carmarthenshire County Council
Additional Information	First designated centre of excellence for food technology in Wales Incubation units for start-up businesses but site is available for established businesses as well Flexible lease terms allow easy in, easy out tenancies and regular rent review. Current rental level is £8,250- 15,000/pa (for incubator units). Currently fully let.

Food Centre Wales, Horeb	
Number of Units	4
Unit Size Range (sqm)	All 156 sqm
Total Floorspace	624 sqm
Unit specification	All units include: • A production area • Office space • Hygiene area • Utensil wash area • Staff room and toilets
Other on-site facilities	• Dairy unit • Meat Cutting and Processing Plant • Two multi-purpose process areas • Technical support
Example Occupiers	Cambrian Organics Carmarthenshire Cheese Company
Funding	ERDF and National Assembly for Wales Local Generation Fund
Management	Ceredigion County Council
Additional Information	Aimed at start-up businesses within the food sector Annual rental from £6,500 per annum Intended maximum rental period is 5 years.

Isle of Man Food Park, Peel	
Number of Units	20
Unit Size Range (sqm)	24-935 sqm
Total Floorspace	7,465 sqm
Unit specification	-
Other on-site facilities	Reception facility Communal board room Training facility
Example Occupiers	Isle of Man Seafood Products Lewis Seafoods Davison's Ice Creams
Funding	DEFRA/Private investors
Additional Information	Premises are suitable for all types of food sector business
Management	The Seafood Development Partnership

Leeming Bar Food Enterprise Centre, Hambleton	
Number of Units	11
Unit Size Range (sqm)	112-279
Total Floorspace	2,062 sqm
Unit Specification	Each unit is fitted with a food grade shell that can be easily adapted to meet the individual requirements of specific tenants Furthermore, each unit has: • Hygienic production area with food grade insulated PIR wall and ceiling panels, food grade coving and knee operated hand basins • Food grade resin floor with stainless steel drainage points; food grade internal doors; food grade lighting and power points • Changing area with knee operated hand basins. • Carpeted and heated office areas with vision panels into the production area • Room ventilation system providing positive pressure air changes. • Built in cold stores down to -5°C (units 7-12 only) • Goods in/out areas with electrically operated overhead doors and room for racking • 3 phase electricity • Grease interceptors. Larger units are designed with separate ventilation & drainage to enable high care & low risk operations to be segregated.
Other on-site facilities	Management suite Meeting Rooms Business support and technical advice.

Leeming Bar Food Enterprise Centre, Hambleton	
Example Occupiers	Bleiker's Smokehouse The Yorkshire Provender
Funding	ERDF, Yorkshire Forward and Hambleton District Council
Management	Hambleton District Council
Additional Information	Enterprise centre provides suitable accommodation for start-up and existing businesses Rents are £75/sqm Currently fully let.

Malmo Park Food Innovation and Technology Centre, Hull	
Number of Units	9
Unit Size Range (sqm)	169-689 Units can be combined if required
Total Floorspace	2,661 sqm
Unit specification	Ultro white rock hygienic wall and ceilings. Slip resistant flooring with PU protection Gas, electricity and water supply on separate meters.
On-site facilities	Business resource centre incorporating • Product development kitchen • Conference facilities • Meeting rooms Gated site with CCTV
Example Occupiers	Samba Catering
Funding	ERDF and Yorkshire Forward
Management	Hull City Council
Additional Information	Units suitable for start-up and existing food sector businesses Rental levels set at £8,400-15,000/pa.

Shropshire Food Enterprise Centre, Shrewsbury	
Number of Units	12
Unit Size Range (sqm)	139 - 279
Total Floorspace	2,228 sqm
Unit Specification	Each unit includes: • A large production area • A walk-in cold room • A dry store or high risk production area with separate lighting and 240v

Shropshire Food Enterprise Centre, Shrewsbury	
	sockets • Two offices, two toilets and a changing area • Allocated parking and refuse collection area • Connections for gas, electricity, telephones/internet and water • Insulated, white lined walls and ceiling that are washable from ceiling to floor • Food grade painted floor with central drain and grease collection trap and pit • 3 phase power to walls with 240v in both ceiling and floor • Stainless steel knee operated hand wash sink, washing up sink and cleaning sink • Separate 'goods in' and 'goods out' with electric shutter doors, designed to take euro pallets. • Air handling unit to control the temperature in the production area • The walls, floor and ceiling surfaces meet BRC and EFSIS standard
Other on-site facilities	Conference suite Boardroom Meeting rooms TASTE kitchen Technical support and specialist business advice through Heart of England fine foods
Example Occupiers	Wenlock Hampers Smoke and Pickle
Funding	Advantage West Midlands and Shropshire Council
Management	Heart of England fine foods
Additional Information	Units are suitable for start-up businesses and SMEs The Enterprise Centre meets the BREEAM 'very good' standard and has: • Solar pre-heating system for hot water • Rain water collection for toilet flushing • Under-floor heating • Low energy automatic lighting.

Southglade Food Park, Nottingham	
Number of Units	22
Unit Size Range (sqm)	90-450 sqm
Total Floorspace	6,000 sqm
Unit specification	Mezzanine office space Plant Platform Toilet facilities
Other on-site facilities	Product development kitchen

Southglade Food Park, Nottingham	
	Technical manager Meeting room hire with associated hospitality facilities
Example Occupiers	Start Fresh Ltd Red Hot Cuisine
Funding	EMDA, ERDF and Nottingham City Council
Management	The Food and Drink Forum
Additional Information	Accommodates food sector businesses at all stages of development First food park in the UK Currently fully let.

HIGHER EDUCATION INSTITUTES

Food Business Incubation Centre, College of Agriculture, Food and Rural Enterprise, Northern Ireland	
Number of Units	8
Unit Size Range (sqm)	175-225
Total Floorspace	1,600 sqm
Unit specification	Each incubation unit is stand alone and includes: • a segregated arrival bay, ambient store and chill • a temperature controlled production area • a dispatch bay and chill • a low pressure cleaning system, air handling system, compressed air supply, 180Kw electricity supply (3 phase and single phase), water • office, changing rooms and toilet facilities
On-site facilities	Packaging, chill and freezer storage facilities Blast freezer Canteen services Board room and meeting rooms Technical assistance Environmental management systems
Example Occupiers	Morrow Foods Cooked Meat Solutions
Funding	European Peace and Recollection Fund and Department of Agriculture and Rural Development (DARD)
Management	CAFRE (College of Agriculture, Food and Rural Enterprise)
Additional Information	The Food Business Incubation Centre is designed to facilitate start-up businesses, and established food businesses wishing to develop, test and commercialise new concepts without impacting on current factory operations.

Reaseheath College Food Innovation and Production Facility, Nantwich	
Number of Units	2
Unit Size Range (sqm)	Unknown
Total Floorspace	Unknown
Unit specification	Unknown
On-site facilities	Commercial Dairy, butchery, bakery and Production rooms for product development and scale-ups Staff training facilities – wide range of training courses
Example Occupiers	-
Funding	Reaseheath College, University of Chester and Leatherhead Food Research
Management	Reaseheath College
Additional Information	The food centre works with businesses to create bespoke courses and training programmes to meet a wide range of industry needs Innovation units provide the opportunity for small scale producers to trial and develop products to ensure they are tested and ready for the retail market.

University of Chester Food Innovation Centre, Chester	
Number of Units	7
Unit Size Range (sqm)	All 15 sqm
Total Floorspace	105 sqm
Unit specification	Basic food grade shell fitted with sink, kitchen units and storage.
On-site facilities	Large and small product development/testing kitchens Conference space Multi-purpose ‘exchange room’ for events and courses Hot-desking space Consultation room Other small business space (15 sqm) for businesses not needing to rent incubation space. Cold store/freezer space
Example Occupiers	Not yet occupied
Funding	ERDF and University of Chester
Additional Information	Incubation units are suitable for start-up and micro-businesses Facilities at Innovation Centre will be available for use by all food-sector businesses.

PRIVATE SECTOR LED DEVELOPMENT

FoodCentral, Dublin	
Number of Units	3
Unit Size Range (sqm)	2,323 – 21,368 sqm
Total Floorspace	32,052 sqm and 10 ha of glass houses
Unit Specification	Unknown
Other on-site facilities	Electricity, gas and mains water supply Waste water connections
Example Occupiers	Keelings Donnelly's Pallas Foods
Funding	Keelings
Management	Keelings
Additional Information	Co-locational synergies and benefits include: • Transportation and supply chain consolidation • Shared waste pump station, facilities management, CHP (combined heat and power unit) • Shared administration and technical support • Joint Purchasing • Intertrading • Joint Ventures. On-site water reservoir and rainwater recovery system Food Park is suitable for established businesses, and there is no start-up/SME premises provision.

Little Melton Food Park, Norwich	
Number of Units	Unknown
Unit Size Range (sqm)	196 – 4,084 sqm
Total Floorspace	12,000 sqm
Unit specification	Fully white walled Lined ceilings and wash down floors
On site facilities	Blast freezers and chill stores
Example Occupiers	Broadland Hams Norfolk Ltd Wayland Farms Ltd
Funding	Private
Management	RS Baker and Sons Ltd
Additional Information	Units are suitable for a wide range of food sector companies

Seaham Grange Food Park, Durham	
Number of Units	12
Unit Size Range (sqm)	232 - 697
Total Floorspace	Unknown
Unit specification	Unknown
On-site facilities	Unknown
Example Occupiers	Prima Cheese Ltd Stirling Meats Ltd
Funding	Unknown
Management	Ashtenne
Additional Information	Units are suitable for light industrial occupiers and not solely food sector companies.

Appendix 4

Business Survey Questionnaire

BETTER BODMIN Driven by Business

BE group

Bodmin Agri-Food Centre Demand Study

Business Questionnaire – To be returned by 15th July 2016

Company Name	
Contact Name	
Position	
Address	
Email Address	
Tel No	
Business Activity	
Number of Employees	**Full Time** _______________ **Part Time** _______________

Current Accommodation

What type of premises do you currently operate from?	☐ Home kitchen / Farm ☐ Office ☐ Serviced space ☐ Modern purpose build industrial unit ☐ Mill / Converted space ☐ Retail ☐ Other

Size of Premises:

0-100 sqm *(0-1076 sqft)*	☐	101-200 sqm *(1077-2152 sqft)*	☐	201-500 sqm *(2153-5382 sqft)*	☐
501-1000 sqm *(5383-10,764 sqft)*	☐	1001-2000 sqm *(10,765-21,529 sqft)*	☐	2001-5000 sqm *(21,530-53,821 sqft)*	☐
5001-10000 sqm	☐				

Larger, sqm ____

Site size, hectares/acres ____

Do you own the property or is it rented?	Owned ☐ Rented ☐ Rent pa £............
Are you happy with your current premises?	Yes ☐ No ☐

If no, please provide details.

Is the space fitted for your purposes? If so, provide details e.g. washdown surfaces, floor-drains, changing facilities, chilled storage

Future Accommodation

Do you expect to expand/relocate in the next 5 years?	Yes ☐ No ☐
If so, what is your approximate size requirement? **Please indicate your preferred tenure:**	_______________sqm/sqft Lease ☐ Purchase ☐

Would you consider relocating to specialist food sector units in Bodmin? Yes ☐ No ☐

If 'yes', would you require/benefit from any of the following '<u>shared</u> facilities'? :

Delivery areas	Yes ☐	No ☐
Cold or chilled storage	Yes ☐	No ☐
Freezing facilities	Yes ☐	No ☐
Test kitchen/laboratory space	Yes ☐	No ☐
Security	Yes ☐	No ☐
Site cleaning and maintenance	Yes ☐	No ☐
Quality control facilities	Yes ☐	No ☐
Combined heat and power facilities	Yes ☐	No ☐
Renewable energy	Yes ☐	No ☐

If 'no', why would this not be an option for you?

Could your business benefit from other Centre services, such as knowledge-transfer/business support/training opportunities? If yes, please provide details below.

Do you use technical facilities such as test kitchen, environmental micro-biological laboratory? If so, where and how often?

Are there any issues effecting your business? e.g. skills shortages, supplier problems, capital cost of fit-out of space, occupation costs? If yes, please provide details below.

Thank you for your assistance and if you have any questions please call
Vicky Schofield, Regeneration Consultant, on 01925 822112.