**Corporate Fundraising Demystified**

**Community Rail Cumbria**

**Slide 1 – An unlikely Partnering…..** between Community Rail Cumbria and Sellafield Ltd.

**Slide 2 - Who is Sellafield?**

* The nuclear industry – with Sellafield Ltd at the epicentre – is the primary economic and social driver in West Cumbria. The Sellafield site itself is the largest in Europe, with a huge range of projects relating to the nuclear decommissioning process.
* Over 13,000 people travel to the site by private car each working day. A variety of shift patterns are operated, ranging from recognised day shifts to extended hours to provide essential cover in the event of nuclear emergency.
* The relationship between Sellafield and the Cumbrian Coast Line CRP is robust and long-standing.

Sellafield is a recognised Primary Stakeholder within the CRP, providing core funding and associated support for a wide range of community-based activities.

**Slide 3 - The background:**

* Community Rail Cumbria and Sellafield first met at a Nuclear Transport Group in 2010, a forum responsible for identifying and developing improvements to the Cumbrian Coast Line.
* As conversations evolved, it became apparent that both organisations had some similar objectives in helping support sustainable travel and protect the environment. It was clear that there was a potential for a mutually beneficial relationship to be developed.
* So the upshot of this ‘chance’ meeting was the creation of a Scoping Document to rationalise the business and financial relationship between the Cumbrian Coast Line CRP and Sellafield. The proposal focused on educating on and promoting modal shift, within Sellafield, especially to its employees.
* This new initiative dovetailed into the primary objective of all the Cumbrian CRPs of: ***contributing to and stimulating the economic wellbeing and growth of all areas served by the rail network across Cumbria.***
* The new-found partnership provided the interface for Sellafield to have direct communication with several key organisations within the world of rail, including Network Rail, Northern and Direct Rail Services

**Slide 4 - Model Shift - Why the need?**

* One of the biggest challenges facing motorists on weekday mornings was the tailback of traffic along the A595 affecting journeys to work, school, medical appointments etc.
* There was a desperate need to reduce numbers travelling by car (often single occupancy), and to decrease emissions flooding the environment.
* In order to expand and accelerate the nuclear decommissioning programme Sellafield have an ambitious 30-year plan involving large–scale capital investment amounting to £ billions. However, despite the current size of the Sellafield site, this expansion programme cannot be achieved within the current land boundaries constrained by the existing high-security fence.
* In simple terms, there is no more land available for essential nuclear expansion. Consequently, on-site and off-site areas currently utilised for car-parking have been allocated for the nuclear-build programme, leading to the absolute necessity to achieve modal shift away from private car usage to public transport.

A comprehensive Land and Logistics Plan was approved with Sellafield’s executive board. This contained a number of key transport related objectives, that included -

* The relocation of non-essential site staff to satellite locations such as Whitehaven.
* Vehicle access to the Sellafield site to be severely curtailed.
* Offsite car parking was restricted.
* The workforce was discouraged from using cars for their daily commute in favour of public transport with enhanced use of rail a primary factor.
* Detailed discussions on the mechanisms to achieve the essential modal shift from private car use to rail services took place and plans were proposed.

*Just an aside note - there was and is no possibility of capital investment on road improvement schemes*.

Other methods of transport for daily commuting for both the workforce, and contractors had to be introduced. These included:

* Establishing Park and Ride locations
* Enhanced use of rail services, particularly to and from locations such as Barrow, Millom, Maryport, Whitehaven and Workington
* Cycling and walking and car-sharing initiatives.

**Slide 5 - Challenges Faced:**

There was significant resistance from the Sellafield workforce to using rail for their daily commute. There are a number of reasons for this:

* The unreliability of rail services, in particular the performance of the current loco-hauled services
* Shift times not syncing with the rail timetables
* Perceived length of journey times
* Reluctance to leave the car at home
* Poor railway station facilities (before & after pics at Workington)

**Stations in need of rail infrastructure investment were identified**

**Slide 6 - Rail Improvements:**

* Community Rail Cumbria were actively involved in the engagement process for the new franchise back in 2015, with [Arriva](https://en.wikipedia.org/wiki/Arriva_UK_Trains) ultimately being awarded a contract to operate the Northern franchise as [Arriva Rail North](https://en.wikipedia.org/wiki/Arriva_Rail_North).
* With the forthcoming improvements in rail services under the new franchise and Sellafield’s initiatives such as purchasing season tickets, there were clear opportunities for the two organisations to work together to achieve modal shift from car to rail and improve passenger services and footfall to Sellafield.
* In line with these changes, it was envisaged that the role and remit of CRP’s would evolve and will put the CRP very much at the forefront of this change process.
* As a result of discussions between Northern, Network Rail the CRP and Sellafield, new services within the May 2018 timetable were introduced to closely align with Sellafield’s shift patterns.
* Alliances were formed with Network Rail to secure infrastructure enhancements
* Marketing and income generation
* Developing business, community and commercial involvement in and around stations
* Direct access to NSIP (National Station Improvement Programme)
* Enhanced community involvement through ‘adoption’ procedures

In real terms this would provide more services, increased capacity, improved rolling stock and investment opportunities in stations and facilities over the lifetime of the franchise.

**Slide 7 – Building Relationships is key!**

**2015/2016 was a key time in cementing the relationship - it takes time to build corporate relationships, so patience is key.**

During the course of 2015/16 Cumbrian Coast Line CRP drove the following achievements which benefitted Sellafield employees directly and the local communities more widely, building on these important partnerships.

* + informed the franchise process specifically about Sellafield’s current and supressed travel demands and about the urgent infrastructure and service requirements arising from the significant nuclear industry developments on the horizon;
  + the facilitation of the collaboration with Sellafield, Northern & DRS;
  + funding for a total renovation of Workington station at a cost of over £1m;
  + public toilets now operational at Workington;
  + the removal of single units (except in times of emergency) operating at peak times for Sellafield employees;
  + the allocation of the single unit available under the cascade system to the Cumbrian Coast Line to alleviate overcrowding issues on the early-morning service from Maryport;
  + installation of shelters on stations used by Sellafield employees;
  + installation of CIS now operational at many stations along the line;

**Improving station facilities**

**The Cumbrian Coast Line CRP and other key partners had aspirations to try and improve the facilities at 2 key stations used by Sellafield staff - Workington and Maryport.** Recognising that the scarcity of car-parking and other facilities at these two locations was proving a very real barrier to social and economic development.

From the outset the CRP recognised that the scheme was well beyond the limited financial resources of Cumbria County Council, particularly with the serious impact of ongoing austerity measures on local government. Consequently, it was agreed that a robust business case should be compiled with the eventual aim of a submission by Cumbria County Council to the Regional Growth fund.

The strategic business case which eventually evolved comprised a number of supporting factors. **Firstly was the need of the nuclear industry at Sellafield for increased use of train services by their workforce.** Secondly were the developing plans for business investment to the south of Whitehaven, particularly the proposal for a new coal mine with implications for freight and passenger movements by rail. And thirdly was the untapped potential for increased tourist exploration along the highly-scenic Cumbrian Coast railway.

The Regional Growth application was submitted and approved in 2015. Cost estimates for the two transport hubs exceeded £5m, thus providing a very welcome boost for the West Cumbrian economy.

**Slide 8 - Workington Hub: 2017**

in 2017 Workington Station underwent major refurbishments, funded by Cumbria CC, and involved building a new 150 space car park, drop-off area and improvements to the public realm at the front of the station. The scheme also delivered improvements to pedestrian and cycle access to the station.

The new transport hub, aimed to encourage people to travel by train along the Cumbrian Coast, reduce traffic congestion and improve access to Workington rail station.

**Slide 9 - Maryport Hub: June 2018**

A similar project followed at Maryport station in June 2018 with the creation of a second hub.

* 78-space car park on land adjacent to Maryport Rail Station.
* New pedestrian link from rear of car park to station entrance.
* New footway along Mealpot Road.
* New footway within existing station car park.
* Additional drop off area and blue badge parking within existing car park.
* New Multi Use Games Area (MUGA) for rugby club.

The CRP ensured that the allocated Regional Growth Fund included the necessary finance for improvements to the bi-directional platform at Maryport station. This scheme was extensive, including improved access, a new shelter, clearance of the overgrown garden areas, CCTV installation and other works which coincided with Northern’s own station improvement plans.

Following completion of the transport hub and official opening, the CRP embarked on an ambitious plan to embed a Roman theme into the platform infrastructure, which eventually became known as the Edge of Empire.

‘From beginning to end this project took five long and often frustrating years. But the benefits of Community Rail participation and invention are widespread. The transport hub has brought immense benefits to Northern, the nuclear industry and the adjacent Rugby club in its search to diversify its activities. The environment around the station has been improved beyond measure and the safe access enhancements welcomed by all. The Edge of Empire is a really fun way of appreciating the relevance of local heritage, so important in the school curriculum.

**Slide 10 – DCRDF Funding granted – Driving Modal Shift** *A successful**funding bid of £9000 was confirmed in November 2017*

Examples of Key components to deliver this included:

* Establishing a season-ticket loan system with the added incentive of 1 months free travel
* Establishment of a specific ‘rail forum’ within Sellafield’s private intranet
* A comprehensive poster campaign throughout the Sellafield site on the theme ‘use the train’
* Re-routing of the site’s internal bus system to meet all incoming and outgoing rail services, both peak and non-peak
* Extensive PR rail-related initiatives through Sellafield’s in-house magazine
* Extensive and ongoing targeted leaflet campaign to encourage rail travel in on-site welfare facilities – canteens, medical centres, break-out areas, rest areas, etc.
* Workforce surveys to ascertain feedback, suggestions, rail station preferences
* Face-to-face surveys with existing rail users
* Extensive co-ordination, management feedback and development of ongoing initiatives
* The formal adoption of Sellafield station and development of a specific plan aimed at modernization and enhancement e.g. toilets, refreshments, commercial opportunities, etc.

**Slide 11 – The Future**

* The CRP Continues to work with the rail industry to secure timetable reliability which will increase the appeal of rail travel to employees and drive footfall
* Influence future rail plans to increase capacity along the line
* Work with the rail operator to increase cycle storage on board and at stations
* Continue to work with Sellafield Ltd to promote the line as the preferred mode of travel
  + Promote the ‘Northern’ salary sacrifice scheme - 12 months season ticket for the price of 10
  + Promote other attractions along the line
  + Continue to develop alignment with shift patterns
  + Reduce reliance on subsidised park and ride schemes
  + Support Sellafield in developing travel apps for employees
  + Continue to develop station adoption/ community schemes
* Use the findings from this piece of work to develop a good practice template for other organisations to consider.

**Slide 12 – Summary of Achievements**

As a result of the ‘Driving Modal Shift’ DCRDF Bid a number of major milestones were achieved or identified:

* Achieved (and continuing) increases in footfall and associated revenue implications for Northern, through strong partnership working and direct interface with Sellafield workforce.
* The CRP-led transport hubs at Workington and Maryport is proving a prize asset in persuading the Sellafield workforce to leave their cars at home. Most spaces are used by Sellafield commuters.
* Evidence for infrastructure enhancement as part of the Energy Coast Rail Upgrade (ECRU)
* ‘Driving Modal Shift’ is potentially a national ‘model’ – easily tailored and duplicated according to local circumstance.
* The lessons learned during the development of ‘Driving Modal Shift’ are already becoming a key ingredient of a ‘model’ project. In the south of the county BAE (British Aeronautic systems), is a major employer and key to the local economy in the Furness area. As a direct result of the Sellafield project, discussions are well underway with BAE with regard to achieving similar objectives i.e. increasing the use of rail for daily commutes, support transport to/from Barrow railway station, the importance of partnership working, etc. In a word, everything!
* And not simply in terms of the ongoing success and positive outcomes; Community Rail Cumbria is now perfectly positioned to play a crucial role in the fast-moving nuclear world.
* The spotlight is now firmly on the Cumbrian Coast railway – and not before time!
* The emerging need to use rail to transport nuclear goods
* Sellafield’s determination to encourage the workforce to switch from private car-use to public transport – even at the risk of damaging industrial relations! A large percentage of car passes to the site have been withdrawn (excluding emergency and safety-critical staff) and access to adjacent car parks strictly monitored
* The CRP is now firmly embedded within Sellafield’s newly-established Travel Team.
* **And of course - Reduced traffic along A595**
* The season-ticket loan scheme was established and being monitored for take-up

**Everything that has been achieved, is a result of the CRP’s ‘unlikely partnering’ with Sellafield!**

**Without doubt the CRP’s direct interface with Sellafield’s workforce – through e-mail, surveys and social media – has (and continues) to be an exceptional step forward.**

***We hope you’ve been even a little inspired to go away and explore what organisations might you be able to align with in your area/region….. you just never know what opportunities are waiting for you to find them!***