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The socially enterprising railway

A toolkit for developing social enterprise in a railway environment

Produced by the Association of Community Rail Partnerships, with the Small Firms Enterprise Development Initiative

Supported by **CrossCountry**

CONTENTS

Disclaimer

The content contained within this toolkit is for guidance only and any groups or individuals should seek appropriate advice, including from certified legal experts, before formalising any business arrangements.

Cover image - An event in the 'Killie Browser' bookshop at Kilmarnock Station

INTRODUCTION

Community rail is a grassroots movement spanning Britain that continues to grow in scope and influence. It is made up of more than 60 community rail partnerships, which work along whole railway lines or in specific regions, and over 1,000 station friends/adoption groups and other local organisations, all aiming to connect communities with their railways.

In recent years, there has been an acknowledgement within community rail, the rail industry, and politically, that community rail activities can do more than promote railway lines, with groups carrying out an increasing range of work to help communities get the most from their railways and stations. Community rail groups are brought together under the banner of the Association of Community Rail Partnerships (ACoRP) and recent reports have highlighted and championed the role played by community rail organisations in areas such as promoting and developing social inclusion and developing innovative uses of railway stations and land for community use.

In order to secure their independence and continue to flourish, groups such as community rail partnerships are being encouraged to consider diversifying their funding base, moving away from a reliance on single funders such as train operators or local authorities. One potential income stream is developing social enterprise opportunities. A number of community rail partnerships and groups have already embedded social enterprise within their work, developing a range of revenue-generating activities. Others have forged links with existing social enterprises or small businesses.

Many stations have been rejuvenated by community rail groups, with these 'community stations' providing space and impetus for social enterprises to start up and develop, and railway stations and buildings can be ideal locations for such projects to thrive. They have guaranteed footfall, transport links, accessible locations, and a neutral, public space, plus they can sometimes offer space that might otherwise be unused. If developed via effective partnership working, with stakeholders working towards common goals, social enterprises can play a key role in sites that are true gateways to their communities, providing a wide range of social benefits.

This toolkit, developed by ACoRP in conjunction with the Small Firms Enterprise Development Initiative (SFEDI), is aimed at groups looking to develop social enterprise projects within a railway environment. It outlines the concept of social enterprise within community rail, as well as providing guidance in areas such as business planning, engaging partners, marketing and finance. It offers examples and case studies, ideas for future development, and advice on how to get ideas off the ground, working with the rail industry.

Kilmarnock Station

What is social enterprise?

Social enterprises are simply businesses that are working to change the world for the better,[1] helping people or communities.[2]

They are enterprises that create employment and other positive opportunities for local people, and reinvest their profits back into their business or the local community, with an overall ethos of creating positive social change. It is estimated that there are 100,000 social enterprises nationally contributing £60 billion to the economy and employing around two million people.[3]

There is no single legal definition of social enterprise, but some of the characteristics include[4]:

- They have a clear social/environmental mission;
- They generate the majority of their income, or at least 50%, through trading;
- They reinvest the majority of their profits;
- They are accountable and transparent;
- They are independently owned or controlled.

Staff from the Strawberry Line café at Yatton Station

While a social enterprise, as with any company, needs a solid business plan to be financially sustainable and balance the books, equally important will be its ongoing contribution to its social goal. Any business enterprise has different factors that may lead to its establishment, such as having a product or service idea, identifying a particular customer group who have a need or disposable income, or having finance or time to invest.[5] With a social enterprise, an additional motivating factor can be identifying a solution to a social problem, for example local unemployment, facilities closing, or as a way of providing new services not locally available for social good.

Different types of social enterprise

At the simplest level, a social enterprise can be a sole trader or unincorporated organisation that has decided to donate the majority of their profits to a good cause.[6] This approach may prove suitable when projects are small-scale in terms of activities and income, but if your aims include being able to win contracts, take over buildings, apply for funding, get investment, and hire people, you will need a legal structure of some sort.[7]

This decision should be influenced by factors including the type of activities you plan to undertake, the way in which these activities will be funded, how you want your group to be managed and governed, who your potential customers and partners or stakeholders may be, and how any profits from the enterprise might be used.

Legal structures for social enterprises – at a glance:

Legal structure	Key features	Key advantages
Unincorporated association, e.g. voluntary/community groups	By law, the group has no official existence, aside from its individual members. The group needs to set its own rules, and is governed by those	Very informal, easy to set up and run. Ideal if the activities are small-scale and do not involve entering into contracts etc
Company limited by guarantee	Directors manage the day-to-day operation of the company on behalf of members, with the relationship governed by an articles of association document. Each member's liability is limited to what is often a nominal amount	The most common form of legal structure for community organisations in the UK. Can acquire and own property and enter into formal contracts. The structure is recognised with not-for-profit enterprise
Company limited by shares	Directors manage the day-to-day operation of the company on behalf of shareholders. Any profits available after the payment of running costs and expenses can be paid to shareholders as dividends. Each member's liability limited to the amount of their share contribution	Can acquire and own property and enter into formal contracts. Ability to pay dividends can attract potential investors, as shareholders can benefit from the success of the enterprise. Can be adapted to reflect a social enterprise approach
Community interest company	Can be a private company limited by shares or guarantee, or a public limited company. Must satisfy a community interest test and has certain features locked in to ensure a focus on community benefit, e.g. a statutory 'asset lock'	A structure created specifically for social enterprises. Incorporates aspects of both not-for-profit and commercial models. Any profit or surplus is protected for use in developing community benefit
Industrial and provident society, e.g. community benefit society	Provides services for the wider community as well as its members, with profit either reinvested in the enterprise, used to pay shareholders, or distributed for social or charitable purposes	Promotes democratic ownership and control through a co-operative structure. Encourages a large membership and gives members a direct say in the running of the enterprise
Charitable incorporated organisation	Designed specifically for charities, allowing them to register just once with the Charity Commission as an incorporated form of charity which is not a company	Has its own legal personality and so can enter into contracts in its own right rather than in the name of individual trustees, giving them limited liability

The above information has been collated from more extensive guidelines.[8,9,10,11] **The needs of each group will be different, so getting your own legal advice from a suitable expert before deciding on the structure of your group is important.**

Social enterprise in community rail

The concept of social enterprise complements the community rail movement, given its ethos of connecting communities with their railways and ensuring they get maximum benefits from them.

This is also an area of development that the government is keen to encourage, and which aligns with a range of public policy goals. A pillar of the Department for Transport's Community Rail Development Strategy is 'supporting social and economic development'. One of its objectives is to create an environment that supports small businesses and social enterprise, creating enhanced benefits for local communities from the railways and station assets in particular, and benefitting the railways, especially helping to bring stations back into the heart of communities. The strategy references a number of ways that community rail partnerships and groups can help to achieve this, in collaboration with the rail industry and other partners. See **gov.uk/government/publica-tions/community-rail-development-strategy**.

The Department for Transport's strategy states that "community rail partnerships and station adoption groups have the ability to initiate schemes to put railway land and buildings to better use, both for their own benefit and that of the wider community." Indeed, there is a growing range of positive examples of this taking place, with many using or incorporating a social enterprise model to help the initiative to be sustainable. More than 30 such projects are explored and showcased in ACoRP's 2017 report on 'Community stations: innovative uses for station buildings and land' (see **communityrail.org.uk/wp-content/uploads/2018/02/ACoRP-Community-Sta-tions-Document-web.pdf**.

This report evidences the wide range of social value being delivered through such projects, from work experience and skills development for young people, to meeting spaces for local groups, to encouraging cycling, to spurring local regeneration, as well as the benefits to the railways and their passengers of rejuvenated, welcoming stations with improved facilities.

These examples suggest that stations can be ideal sites for social enterprise, given their existing footfall, position as 'public' spaces, and their profile and often-central locations.

It is important to note that, as well as establishing their own, new social enterprises, community rail groups may also play an important role in reaching out to existing ones, and connecting them with the railway. Without the input of community rail partnerships and groups – working with Network Rail and train operating companies – existing social enterprises may not consider station buildings as potential venues or other opportunities offered by the railway, despite the potential advantages of location, visibility and customer base. It is therefore valuable if community rail groups act as a 'bridge' between community organisations and the rail industry, using their knowledge of good practice to promote ventures that benefit the railway and bring wider social value.

Within its community rail strategy, the Department for Transport is encouraging train operating companies to carry out audits to identify potential sites and to support community rail organisations to find alternative uses for these spaces. Where such spaces are identified and not earmarked for commercial development, train operating companies and Network Rail are encouraged to take a "pragmatic approach" to offering leases to new ventures, such as small-scale social enterprises, sometimes on a 'peppercorn' rent.

As the national association for community rail, ACoRP is working to support and encourage social enterprise activity among community rail groups, particularly at stations. This includes through resources such as this toolkit, sharing good practice examples, and offering specialist advice on station buildings development, as well as highlighting opportunities and challenges to rail industry, government and other relevant partners. Further information can be found at **communityrail.org.uk**.

Planting hops at Alexandra Palace

Benefits of social enterprise

Some of the benefits of operating as or setting up a social enterprise include[12]:

- Provides unrestricted earned income, reducing reliance on traditional funding sources and allowing for financial self-sufficiency;

- Encourages responsiveness to community needs and a focus on achieving social impact;

- May broaden support for and awareness of your organisation;

- May enhance credibility with possible and current funders, partners and beneficiaries;

- Flexibility to add new services that meet emerging or growing needs;

- Brings positive change to people and communities, including through employment as well as services provided;

- Profits/surpluses are ploughed back into the organisation – this can be used to develop new products/services/activities;

- Flexibility of being able to trade commercially while fulfilling social aims.

As well as the benefits above, there may be other advantages if an enterprise is based at a station or railway building. ACoRP has previously highlighted positive outcomes for station regeneration projects that are able to strike a balance between commercial success and social responsibility, such as those involving social enterprises,[13] including:

- For the community – a community-engaged station helps to make communities attractive, vibrant places where people want to live and visit. Providing opportunities for social enterprise at stations offers scope for community organisations to flourish, and for people to come together through activities that deliver social and commercial value;

- For rail passengers – a welcoming and thriving station with facilities that improve the passenger experience;

- For train operating companies – major improvement in the customer offer of stations, creating attractive and welcoming spaces that encourage rail travel and attract additional footfall and use. The use of redundant buildings by social enterprises also makes good use of physical assets with little commercial value;

- For Network Rail – the fabric of the station is renewed and improved, helping to meet sustainability-related objectives of caring for local communities and improving the passenger experience.

Developing a social enterprise idea – will it work?

Before embarking on a social enterprise project, it is important to examine the service you are trying to develop and the perceived gap in the market you are trying to fill. Research should be undertaken into market demand and whether established local competitors exist. If the idea is deemed to be feasible and sustainable, questions then need to be asked as to whether the concept will translate into a workable business model.

The key questions, given that the project must be commercially viable, is who will use the service or buy the product, i.e. who is the customer base? Is there a need for the service or product you are planning to provide, and what is the evidence for this? If a market need is identified, can it provide repeat business and sustainability? How can you successfully combine profit with purpose?

To develop a simple example, you may decide that given a combination of a lack of catering facilities at a station, significant footfall, and some disused space, there is an opportunity to establish some form of café or food outlet.

The wider social aim of such a business, marking it as a social enterprise, might be to provide work experience opportunities for a group marginalised by the local labour market, e.g. young people or the long-term unemployed.

Before making any commitment, you should ask questions including:

- What is the problem or gap in the market you are seeking to address?

- Is there any demand for the service from the potential customer base, e.g. rail passengers and local residents? Who is your target market, and does the idea solve a problem or fill a gap in that market?

- Are there any competitors providing a similar service in the vicinity, or working to fulfil the same social need? If so, could they be brought on board as a partner in the venture? Or is there a way to complement rather than conflict with their business?

- Examine your community and customers: what can make your project appealing, is the location enough of a unique selling point? Who will the business benefit?

- Look elsewhere for good practice – has a similar project proved successful in a different area?

- Will your intended approach serve your objectives for delivering social benefit? What is your social mission, and who will benefit from it?

- Does the project have the support of relevant partners, including in the rail industry, particularly in relation to securing physical space?

- Does your idea require significant funding to allow the project to get off the ground, and if so, where might this come from?

- What expertise and resources have you got within your group to be able to run the enterprise, and what more do you need?

- What potential support/partners are available in the wider community, and have you consulted them?

Café des Fleurs at Rye Station

Expert insight

Professor Paul Salveson – Bolton Station Development Group and community rail expert

"Nobody would say it's easy, but attracting new business ideas to local railways can provide a better passenger environment, attract new customers, and make a modest contribution to core costs. As well as providing enhanced services and facilities for passengers and local communities, generating at least some of your own revenue is a cushion against possible funding reductions. Most successful businesses start off small: not a sudden lurch into major projects, but a steady process of organic growth from modest beginnings, which could develop into…. who knows?"
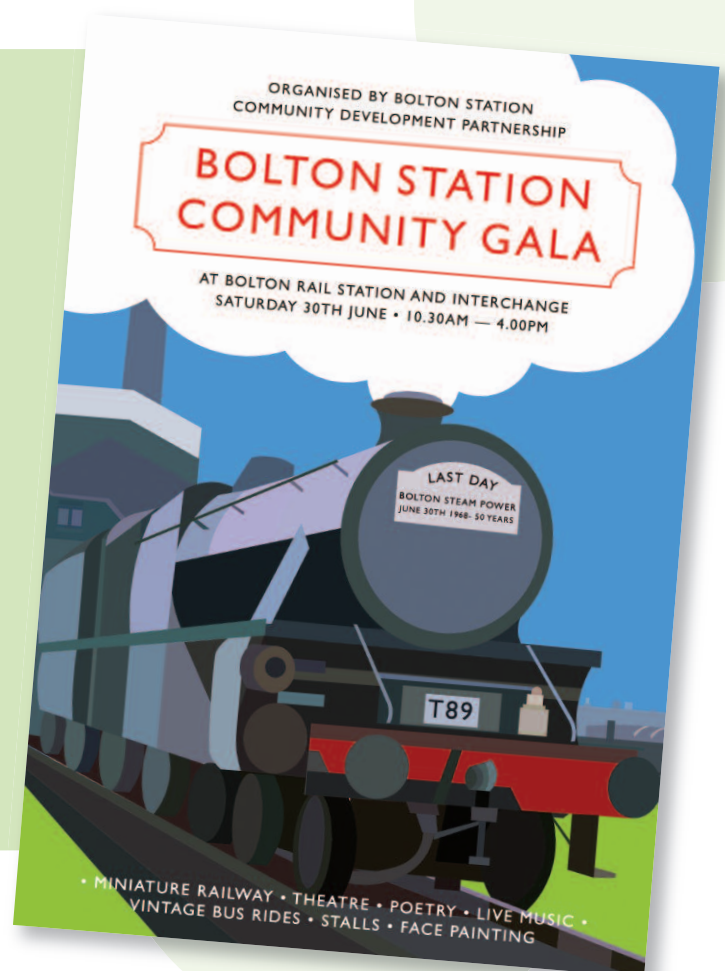
Many people start their own business because they have a passion for or are good at something. However, they may not understand the value of this passion to others, or find it challenging to communicate the value to others – getting to grips with this is important with a social enterprise.

Equally, though, you need a strong 'business' approach. Even if you believe that what you're doing is different to, or more than, running a 'business', if you want to deliver value to others through social enterprise, it is important to build a firm foundation using a business model. SFEDI support the theory that a business model can be made up of interlinked building blocks as shown below.[14]

The sections below cover each of these six blocks in turn, and additional information can be found in the further resources section of the toolkit.

Developing a strong value proposition

A value proposition, or mission statement, is a short statement that captures the promise of the value that will be delivered to your customer or service user. This will be at the core of your enterprise, influencing everything you do. The key to the value proposition, which should be distinct, concise, realistic and create interest, is that it needs to tell people why your enterprise exists. It is not about describing what you do, or the structure or ownership of the enterprise.

Within the context of community rail, a value proposition could describe how you might:

- Benefit local people generally, or specific groups in the community, in connection with the railway or station, such as by developing skills and confidence, or promoting good health and wellbeing;

- Enable and assist more people to access rail travel and increase their mobility, and therefore access employment, education and leisure opportunities;

- Enhance people's experience of using the railways, and promote local pride in and enjoyment of the railway/station;

- Provide new markets for small businesses in the local community.

To develop your value proposition, it is important to dedicate a decent amount of time with your group discussing and working through what the end goal is you're trying to achieve, for and with who, and why.

You might split this into three components: your 'vision' of the future; a statement on how and for/with who this delivers social value and why this is important (your value proposition); and a broad overview of how you will achieve this (your 'mission'). This is sometimes called strategic analysis and planning – there are many online resources and sources of advice on how to do this effectively.

Key advice

1. **Develop a clear collective vision of what you ultimately want to achieve** - one of the key reasons why community partnerships/groups or businesses can fail is a lack of a clear vision. Take time out as a group to collectively understand what your vision is and how this adds value to others (keep asking yourselves 'why?'). Understanding this is key to unlocking how you will market your project, get others to support it financially, and what your products or services will look like.

2. **Develop your business model before writing your business plan** – it is far easier to draw up a business plan if you have summarised your business model in writing. The business plan is basically a description of what you will do. The business model underpins this, by setting out why the enterprise exists and how it will deliver value.

3. **In developing your value proposition, don't describe what you do, explain what value you will add** – the key to a strong value proposition is describing the value you are adding, or the problems you are breaking down. Highlight the change you want to bring about via your enterprise.

Case study:

Kilmarnock Station Railway Heritage Trust

The Trust was formed in 2014 with the aim of bringing a number of redundant spaces at Kilmarnock Station in Ayrshire, Scotland, back into community use. Following a major refurbishment project, seven rooms were brought back to life, now housing a gift shop, book shop, coffee shop, office space, a cycle station, and meeting rooms used by a wide range of community groups.

The gift shop, which showcases arts and crafts, provides an outlet for local artists, community groups, and students, with the trust taking 10% of all items sold towards the running of the shop. Other rooms are let at reasonable rates, leading to a diverse mix of local groups using the station. The Trust's 'Moving On' project supports individuals in the community affected by social isolation to recover, rediscover skills and interests and re-connect with those around them.

All the station shops offer volunteering and training opportunities for people with addiction, isolation and mental health issues, with the coffee shop, 'Storm in a Teacup', run by volunteers, including young people from a local rehabilitation unit and people with learning disabilities.

The Trust's all-encompassing mission is to "promote recovery from adversity and strengthen our community", and the organisation states that "every room hire, book, coffee, tea or gift sold helps us to support more people."

Activities and resources: business planning

Activities vary greatly across social enterprises, but there are some that are core to all, regardless of your business model, including:

- Communicating the value proposition to others;
- Researching markets and understanding customer needs;
- Developing customer relationships for income generation;
- Raising awareness of the enterprise;
- Acquiring and managing resources;
- Managing people and partners;
- Managing finances.

All of these activity types should be included in your business plan, which should spell out what your enterprise aims to achieve, and how it will do so, in line with your vision and mission. Your plan should bring together your initial ideas and research, provide clarity on commercial viability, demonstrate to customers, partners and potential investors what your enterprise is and what you can offer and set out both how the day-to-day management of the business will work, as well as its future development. The plan is essential for attracting start-up funding and should demonstrate that the venture is realistic and sustainable. By reviewing the plan regularly, you can also monitor and measure your impact, including to do with social goals.

Every social enterprise is different, but there are vital elements to address when composing a business plan. They include:

- Executive summary – a brief description of the entire plan, highlighting areas such as: what is your 'wow factor', and the motivation for people using your services or product? What key factors make you confident the enterprise can succeed, delivering both financial and social value?

- Your proposed legal structure and management/ governance arrangements

- Your aims and objectives, aligning with your mission and vision – how will you achieve these?

- Your market – who are your target customers? How will you meet their needs? What research have you carried out, and what have you learnt? Who are your potential competitors or partners?

- Your activities – details of the products or services you will offer. How will your venture deliver your mission and who will benefit?

- Operational requirements – what do you need in terms of staffing, equipment, premises? What expertise and physical resources do you have, and how will they be used?

- Financial data – what are your set-up costs or initial funding requirements? What are your realistic sales targets and projections? What are your cost/pricing strategies? What is your profit-and-loss forecast? How will any surplus profits/revenue be reinvested in the business to promote its social aims?

- A strengths, weaknesses, opportunities, threats (SWOT) analysis (or similar) – what are the risks involved, and how do you plan to mitigate these?

- An action plan – how will you bring the plan to life? Alongside the steps you will take, include key requirements and targets, when they need to be delivered, and who is responsible.

Key advice

1. **Mapping business activities** – while enterprises vary in their activities to deliver their mission, there are a number of common, essential activity types to plan out such as communicating the value proposition, researching markets and understanding customer needs, developing customer and partner relationships, raising awareness of the enterprise, managing people, and managing finances. Ensure you are clear about your strengths and areas for development in relation to these. Reviewing strengths and weaknesses can be used to identify actions needed to implement plans and ensure ongoing development.

2. **Understanding what resources are needed** – sometimes we underestimate the resources required to implement a project because they are not fully mapped out. There are templates that can help you understand the resource requirements. When completing these, it is important to seek feedback from others, such as: people in other social enterprises, a mentor, a peer to peer broker, or an adviser from a business support agency.

3. **Invest time in researching sources** – invest time in researching different sources of key resources that will enable you to deliver your value proposition. For example, more private sector organisations are providing business and enterprise support as the public sector has reduced its activity.
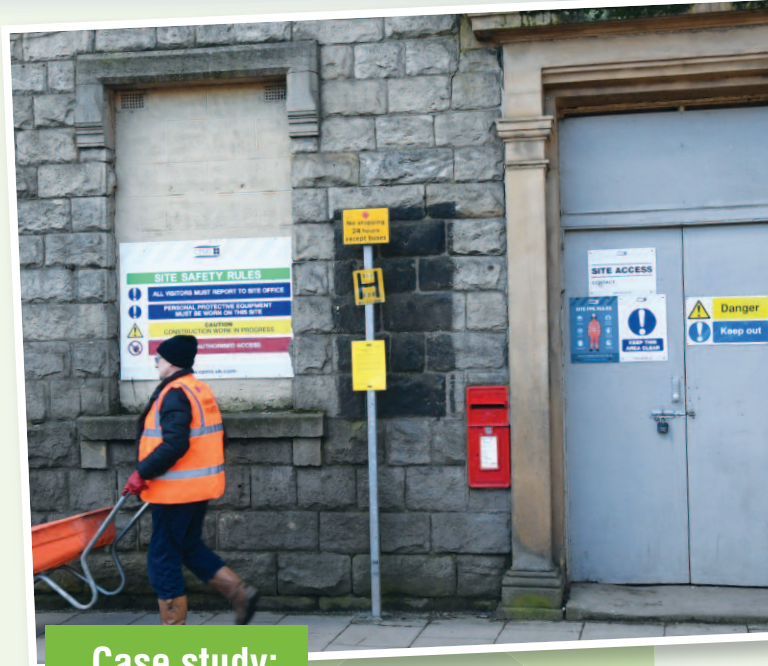
Case study:

Mytholmroyd Station building

The listed station building at Mytholmroyd in West Yorkshire was closed to the public in the 1980s when new platforms were built. Over a period of around 30 years, the building became a dilapidated eyesore, but the Mytholmroyd Station Partnership, formed in 2006, said there was "constant demand" from the local community to bring it back into use.

The group developed a business case to convert the three-storey building for community use, with plans to divide the site into individual units to be rented by local businesses and start-ups. To establish market demand and a potential customer base, they commissioned a full feasibility study, which found that a 'mixed economy' of activities, including space for a local food manufacturer, art studios and community gallery and a walking and cycling hub, would create the highest income for the site and maximise community benefits.

The first phase of this major capital project is underway, and while it now seems as though the train operator may take responsibility for the lease – with the station group allocated a base at the site – the group's detailed planning and persistence has enabled them to achieve their core aim of "bringing the building back into an appropriate use", benefitting the community.

Engaging with partners

Understanding which activities partners will perform for and with you, any resources that may be acquired from partners, and establishing clear, mutually beneficial relationships to form the basis of these interactions, is critical to the delivery of your value proposition.

Most enterprises will work with the same types of partners (e.g. staff, suppliers, investors etc). However, the specific nature of their interactions, and the quality and nature of these relationships, will vary. By being aware of your relationship with each specific partner or stakeholder, and ensuring they share this awareness, you can plan strategies as to how to best engage with them and continually develop these partnerships.

For a social enterprise, stakeholders could be anyone who could affect, or be affected by, the activities of your group, including those you are seeking to benefit in terms of social impact. It is therefore imperative that you are clear as to who will benefit from your social goals, and how your activities will help to address their wants or needs. To facilitate this, representatives from your beneficiary group should feed into the planning process or have a formal role within the group, so you are clear about their needs and interests and able to engage this group effectively.

Stakeholder mapping is one process that can help to identify who potential partners, customers and beneficiaries are, and their importance. Primary stakeholders are described as those whose interests "lie at the heart of the social enterprise",[15] the target group of beneficiaries or main customers. They could also be members, important trading partners, or volunteers, and in the case of those operating in a railway setting, organisations such as train operating companies and Network Rail.

To again use a station-based café as an example, where staff/volunteers are taken on to boost local employment, the primary stakeholders could be those individuals who gain work experience within the enterprise, passengers as the target customers, and representatives from essential partners, e.g. a community rail partnership, the train operator, and station manager.

Some ways that your partners and stakeholders might add value and contribute resources include:

- **Financial** – providing funding for your project;

- **Human resources** – providing, or helping you to advertise for or market to, staff, volunteers, collaborators, customers and suppliers;

- **Physical resources** – providing physical space for your project, such as at a station, potentially via a subsidised 'peppercorn' rent, or equipment;

- **Intellectual resources** – helping you to develop your marketing or branding, or to research and develop a product or service;

- **Marketing and promotions** – raising awareness of your enterprise, such as by promoting it to passengers, staff, customers and partners, through internal or external communication channels and media contacts.

Key advice

1. **Understanding the value of your partners** – for many community groups and social enterprises, key partners engage with them in multiple ways. For example, they might help to promote your services, and their staff may volunteer for you. A supplier might also be a service user, and so on. When mapping out your partners, think about the different ways in which your partners might interact with the community group, and think beyond the obvious. It is important not to think in a linear way when understanding the value of key partners, but to look for all available connections.

2. **Mapping your partners** – a useful activity is to develop a partner or stakeholder map. This should show: people and organisations you (will) need to interact with; the nature of the interaction with these people and organisations (e.g. providing funding, access to resources, etc); and the health of the relationship (i.e. positive, negative or indifferent). This can be used to identify whether there are any gaps you need to fill, or if you need to harness more positive relationships.

3. **Keeping partners informed is key** – to engage with key partners, you need to keep reminding them what you are aiming to achieve and updating them on how this is going. Help your partners to be ambassadors for the project and able to find opportunities for the project when they are operating and networking in different environments.

Case study:

Community Rail Cumbria – Millom Discovery Centre

The buildings at Millom Station, on the Cumbrian Coast, were unused for many years until a major redevelopment project was instigated by the community rail partnership, Community Rail Cumbria. In 2001, after several years of negotiation, the town's museum relocated to the station.

In 2008, the museum expanded its retail arm and a new organisation – Millom Folk Museum Trading Ltd – was created to secure a new lease for the site and establish a ticket office. The office is managed by the trustees and directors of Millom Discovery Centre and run as a social enterprise, with profits going towards the upkeep and maintenance of the museum.

In recent years, the organisation has established its 'Rail Room Project', working with the local community to establish an innovative educational heritage centre that highlights the major impact the railway had on Millom's industrial past. The station has now become a tourist destination in its own right and is at the heart of the regeneration of the area.

The success of the scheme has been its effective harnessing of a range of partners working together towards a common goal, boosting tourism, education, employment opportunities, the passenger and visitor experience, and a sense of pride in the town.

Understanding your customers

Marketing is crucial to social enterprises, both to convey their overarching social mission, and promote the quality and competitiveness of their product/services in a commercial marketplace. It is this that will lead to customers paying for the product/services that you provide, generating revenue. If costs are managed well, this generates a profit or surplus, which can be used to support the project's further development and delivery of social value.

If the enterprise is to develop and prosper, it must offer something of value to its target market. Therefore, you need to understand the size and structure of your target market, their needs and characteristics, and how your product or service will address those needs. Market segmentation is a process whereby a large market is divided into sub-groups based on similar needs, demands or characteristics, allowing you to identify customers to target both now and in the future. There are criteria that can be used to understand and appeal to different segments, including[16]:

- Acceptance – are the beneficiaries/customers of your product or service receptive to it as a solution to their needs and demands?

- Salience – how important is the problem to the beneficiaries/customers?

- Urgency – how urgent is the solution to the beneficiaries/customers?

- Visibility of benefit – how visible is the impact of the benefit to the beneficiaries/customers in the short-term?

- Timeliness of effect – how soon is the benefit evident to the beneficiaries/customers?

- Credibility of your enterprise – how credible is your enterprise to the beneficiaries/customers? Why should they come to you as opposed to others?

- Competitiveness of your solution – how different is your solution compared to others in the market? Why should they switch to you?

- Fundability – how easy will it be to secure funding?

There are different methods that can be used in researching the market. Primary research involves collecting information from individuals and businesses directly via surveys, interviews and focus groups, while secondary research involves analysing data collected by other people, for example publicly available data from local authorities, government or market reports.

- **Quantitative** market research involves using questionnaires or existing numerical data. This can mean drawing on a large volume of data relating to lots of people, which can be used to identify characteristics of customers/beneficiaries within market segments, levels of potential demand, and potential price points.

- **Qualitative** market research involves examining in more depth people's thoughts, feelings and behaviours, using small samples such as through face-to-face interviews and focus groups, or drawing on existing case studies, articles and interviews. This approach will generate useful data on attitudes, behaviours and perceptions of customers within potential and current market segments and therefore provide an understanding of 'how' and 'why'.

Productive market research should allow you to develop an effective marketing mix, putting the right product in the right place, at the right time, and at the right price.[17]

Product:

- What exactly are you offering?
- Does your product/service meet the demands of your target market?
- How does your product differ from competitors' products?
- As a social enterprise, how does the product provide social value, and to whom?

Price:

- How much are competitors charging?
- What strategies have others used for similar projects?
- How can you ensure you cover costs and at least break-even?
- How can you achieve a price balance to ensure profit is put towards the social mission?

Your chosen target market

Promotion:

- How can you best reach out to your target audience?
- How do your competitors or similar enterprises promote themselves?
- How can you develop brand recognition?
- Can you embrace technology to promote the enterprise, e.g. online/via social media?

Place:

- Where will people be able to access your product or service?
- What are the typical behaviours of your target customer group?
- How will you ensure what you are offering is accessible to as wide a market as possible?
- How can you make use of different methods to distribute your product or service, e.g. online?

The kiosk at Hexham Station

By combining an effective marketing mix and the specific aspects of your value proposition, you should be able to adopt a position that differentiates your group from others in the market, providing a unique selling point and a basis for your marketing plans.

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15

Key advice

1. **Marketing to everyone is targeting no one** – when providing your services or selling products, it is important not to think about the market place as one, but divide it into groups or segments of customers who have similar problems, challenges and needs.

2. **Geography? Demography? Behaviours? Lifestyles?** – these are different ways of segmenting your market. Take the profile of a few different, but typical, customers and map out where they live, their demographic, typical behaviours and lifestyles. Take some time to talk to them and ask about their views, needs and behaviours. Use this to think about what marketing messages you want to get across to your key segments.

3. **Focus on gaining insights, not data** – it is relatively easy to collect data from existing sources on trends in the external environment, and the needs and requirements of particular market segments. However, it can be more challenging to understand what this means. To gain real insights into your customers, spend time with them and put yourself in their world.

Case study:

The Settle-Carlisle Railway Development Company

The Settle-Carlisle Railway Development Company (SCRDC) was set up as a professional body to promote rail and the region after an attempt to close the line during the 1980s.

The organisation began to grow when a commercial contract to produce timetables for the line was agreed with the train operator. The company used the timetable as a marketing opportunity, including extras such as a line map, guide to local attractions, advertisements, and other visitor information. The income from this allowed the company to build up a series of other innovative on-station and rail-related business ventures, including a range of SCRDC branded goods, produced locally by small businesses.

SCRDC applied the same marketing concept to other projects such as the administration and promotion of a Dales Railcard and the management and promotion of group travel. They now have around 20 contracts with local suppliers covering design and print services, catering, merchandise and website management. Promotional work is driven by the website and social media activity, with the aim of promoting the line and encouraging economic activity along its route.

Passenger numbers have grown and income from the company's activities has been ploughed back into the organisation to help fund new capital projects, such as a café in Skipton and plans for a café and micro-pub in Settle. SCRDC uses effective marketing strategies to both target new customers and ensure that it refines its products and services to cement its place as a market leader in the area.

The café at Skipton Station

Engaging customers - marketing

At its simplest, a marketing strategy consists of three elements: a statement on how your value proposition will be communicated, an analysis of the position of your enterprise in the market, and the routes or channels you might use to reach your target groups and raise awareness of what you offer. You might also include some key principles you will adhere to, such as listening to your customers and using this to inform your marketing messages (and how you will do this), and always underlining both the quality of your product/service alongside the social value you deliver.

SFEDI highlight the SOSTAC model[18] as one way of drawing up and implementing a successful marketing strategy. This poses a series of questions:

- Situation analysis (⇨ where are we now?) – to understand what the current marketplace looks like. For community rail groups, this might involve developing greater understanding of the local community, analysing the activities of others providing similar services, or examining your group's capabilities to respond to market trends.

- Objectives (⇨ where do we want to be?) – to develop a clear picture of groups to be targeted, how they are to be engaged, and how the value proposition will be communicated to them. For example, are you looking to develop intensive relationships with a small number of customers, or more extensive relationships with a larger number?

- Strategy (⇨ how do we get there?) – to ensure you are clear about customer segments, target markets, objectives, and market positioning, and how you will reach and achieve these. Your marketing strategy can be largely informal (e.g. a simple document shared internally among staff and volunteers) or a more formal document which forms part of a business plan.

- Tactics (⇨ how exactly do we get there?) – to set out the tools and techniques you will use to raise awareness of the enterprise and engage with customers. For example, will you use social media, and, if so, which platforms and why?

- Actions (⇨ who does what and when?) – to outline individual responsibilities, any internal structures and procedures to plan, deliver and review marketing activity and the possible use of external help.

- Control (⇨ how do we monitor and review performance?) – to create a set of key performance indicators (KPIs) to review the effectiveness of marketing activities. Depending on your size and complexity, you may have two or three KPIs that are reviewed informally at a monthly meeting, or you may create a range of KPIs reviewed by different people at different times, using different reporting structures.

Figure 1: SOSTAC Marketing Framework

Once you have defined your marketing strategy, you will be able to develop a marketing plan. This will outline your specific activities to raise awareness of the enterprise and engage with customers, including the budget allocated to these timescales and targets.

There are various methods you can use to raise awareness of your enterprise and its products or services, including:

- Spending time face-to-face with customers, such as through local events;

- Sending out printed materials like newsletters, brochures, and catalogues;

- Writing online articles, blogs, and opinion pieces, or reaching out to local media. This could be on your own website, another platform such as LinkedIn, the website of a professional or trade body, or a community network;

- Using social media, to converse, engage and listen, rather than just broadcasting messages. Choose platforms that will enable you to reach out and appeal to your target markets;

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railway

17

- Developing your own website to profile your products and services. Ensure your partners and social media platforms link to it, and include the web address on all your marketing materials, to drive traffic to it. Make sure the content is kept up-to-date and regularly refreshed;

- Sponsoring events and networks which are attended by your target customers. This does not necessarily mean spending money, as you could develop a reciprocal relationship where you provide an opportunity for the other organisation to profile their activities at your events;

- Creating adverts for print, radio, or TV.

See ACoRP's guidance sheet on marketing and communications for community rail groups for more advice on using different methods **http://communi-tyrail.org.uk/wp-content/uploads/2018/02/Market-ing-communications-guidance-2017.pdf**.

Key advice

1. **Creating the marketing plan** – when developing a marketing plan, remember you are often not starting from a blank sheet of paper. Think about what marketing you are doing already, what works and where areas for improvement are, then consider opportunities for reaching out more widely. Using this as a starting point, it is likely that new ideas will flow and help you to kick start the discussion, giving you a marketing plan before you know it!

2. **Delivering the marketing plan** – for a small community group or enterprise, time and money spent on marketing can feel like precious time taken away from something else, and it can benefit from specialist skills and experience. Consider if there are people within your partnership that have a passion for marketing, or a good grasp of how to engage your target market, or would you be able to work with someone who has, e.g. a volunteer or a student placement? The key is to make sure that the right marketing methods are used with the right groups of customers and service users. This is why researching the market and seeing the world through the eyes of your customers is important. Funders will be looking for this understanding as well.

3. **Is it working?** – once you have launched your plan, put systems in place to log what you do and how well it works. This might involve using Google Analytics to track web traffic, logging any coverage you get in local media, and keeping an eye on social media followers and engagement levels. Have two or three indicators to help you assess what is working effectively.

Case study:

Devon and Cornwall Rail Partnership – the Avocet Line

After years of determined work and effort by various partners, a long-awaited trial of a year-round half-hourly Sunday service on the Avocet Line, between Exeter and Exmouth, began in May 2016.

To understand their market, Devon and Cornwall Rail Partnership commissioned a behaviour change agency to run focus groups and interviews with their potential audience, exploring attitudes to Sunday travel and perceived barriers. The group invented a campaign brand and slogan, 'Seize the Sunday', which was the basis for a new website that contained information about the extra services, journey times and fares and a blog giving ideas for days out along the line. The partnership used targeted Facebook adverts and videos – one £25 advert alone reached nearly 5,000 people – and ran a Twitter account promoting the hashtag #SeizeTheSunday, with a photo competition with first-class train travel as the prize.

The campaign also used more traditional media including: a photo call and press releases for local newspapers; targeted leafleting in communities near stations; banners and posters on platforms and community noticeboards; and engagement with local businesses, with many shops and cafés stocking 'Seize the Sunday' postcards.

During the main campaign, from May to December 2016, Sunday journey figures on the Avocet Line increased by 22.5% compared with the same period the previous year. More than 16,000 extra Sunday journeys were made, and travel across the rest of the week rose by 7%.

Managing finances – income

Social enterprises often state that access to finance is the main barrier they face, at start-up stage and in trying to operate sustainably. Different sources of finances are available to your enterprise, including money generated by the enterprise through selling products and services and funds generated externally from a range of possible sources. While as a social enterprise you will have your overarching social mission at heart, you must be commercially aware and strive to generate enough income to at least break-even, to avoid or reduce dependency on continued grant aid.

As a social enterprise the most important source of continual finance will be your customers. The key to generating income is understanding their needs, interests and challenges, and ensuring you address these on an ongoing basis. It is therefore important that you take time to understand your customers' perspectives on the value you are adding, and keep on listening and striving to understand this further. This makes establishing pricing structures and articulating value in funding proposals much easier.

Getting to the stage where you are generating enough income from your customers might take time, so you may need to access finance from external sources while the business is still in its development phase. You may also need to access finance if you reach a level where you wish to expand. The list below is not exhaustive, but covers many relevant sources of external funding, including bespoke products for social enterprises:

- **Grants** – useful when piloting a new initiative that may be too risky for repayable finance, for capital investments that help to develop assets, and for social costs that cannot and should not be borne by trading activities;

- **Bank loans** – useful as a flexible form of funding that can be quicker and easier to secure than grants;

- **Social investment** – funding in which the social investor hopes to receive their original investment back with interest generated from the trading profit of the social enterprise, alongside measurable social impact. The tie to social impact means that organisations like social enterprises with social objectives are looked upon favourably;

- **Patient capital** – as the name implies, this is capital invested in social enterprises for the long-term. It is repayable finance, but generally not repaid until the social enterprise is generating enough profit to afford it;

- **Bonds** – instruments to raise money from a variety of investors, who are generally paid back with interest;

- **Equity capital** – funding provided by external investors in return for a permanent stake in the organisation and a share in the rewards. An equity investor tends to take a long-term view of the organisation and may also want to contribute expertise;

- **Crowdfunding** – now one of the most well-known and widely-used alternative sources of funding, this approach involves raising money by collecting a high number of small contributions from a wide range of people to finance a particular project or venture. If the business idea captures the imagination, a large amount of financing might be forthcoming, and if you use a platform like Kickstarter, there is no equity clause, meaning the entrepreneur does not have to give up shares in their business to their investors.

Case study:

JET

JET (Jobs, Education and Training) is a charity based in the North East of England that helps black and ethnic minorities, refugees, new migrants, and asylum seekers to find work, improve skills, and integrate into the local community.

The organisation became acutely aware that it was over-reliant on one or two sources of funding and needed to diversify its income streams if the enterprise was to remain sustainable. The CEO had developed excellent long-standing relationships with her stakeholders and funders and as a result had early intelligence about changes to social enterprise funding, with a move away from grant aid towards competitive bidding processes to secure contracts to deliver services.

Entering into new partnerships with significant players, JET became the first charity in the North East to deliver an employment service contract. It found that because of the nature of its client group, it was able to easily access those deemed 'hard to reach' or 'hard to find' by others.

JET went on to secure further contracts with the careers service to deliver skills support. The group were also able to generate income in other innovative ways, including by running a café that doubled-up as a training facility for their clients. The charity's actions and proactiveness meant that it moved from being 97% dependant on grants in 2009/10, to just 63% three years later.

Managing finances – expenditure

While working towards your social mission, it is imperative that your enterprise does not lose sight of commercial viability, as it is any profit, or surplus, that can be reinvested to drive your social goals. Any income stream, however modest, can allow the enterprise to develop and grow, but before starting out, you need to have a basic understanding of your financial needs.

They will include some, or all, of the following:

- Salaries and associated employment costs
- Training and development
- Travel costs
- Marketing
- Rent or mortgage
- Rates (utility charges)
- Supplies and services
- Equipment
- Meeting rooms
- Bank charges
- Professional services (accountancy, legal, insurance, audits)
- Maintenance
- Contingency

It is also important for any social enterprise to identify what its costs are, so they can be managed, recorded and accounted for correctly. Fixed costs are outlays which remain the same for a certain period of time regardless of how well the business is doing, e.g. rent, as opposed to variable costs, which will increase or decrease depending on how well the business is performing, e.g. advertising costs. You will also have to take into account fixed assets, one-off purchases that can be generally be used for an extended period of time, e.g. land, buildings, equipment.

SFEDI provide some key principles you can apply to help develop and maintain the financial health of your organisation when developing cost structures:

- Be conservative not optimistic – do not assume that everything will go to plan, allow for contingencies within your cost structures;
- Consult – engage with others in your organisation; there might be costings you have not thought about, or others who have a more accurate idea of costings;

- Allow plenty of time – allow time for informed discussion; make sure developing the cost structures is not rushed;
- Maintain clear, accurate and detailed records and documentation;
- Provide training – it is useful for more than one person within the social enterprise to have the skills and understanding of developing a cost structure;
- Get sign off – make sure that all relevant individuals within the organisation responsible for decision-making have seen and understood the cost structures.

Remember that estimating costs can be a process that requires repeated rounds of analysis and discussion; it may take time to move from a wild guess to an agreed figure.

Different stages of estimating expenditure

Wild guess → Intelligent guess → Authoritative guess → Reasonable prediction → Confident prediction → Agreed figure

Once you have identified your costings, you will be able to see the most crucial costs within your business model. You should also be able to get a feel for the sort of enterprise you will be, e.g. more cost-driven, where you have a lean cost structure and need to keep costs to a minimum, or one that is more value-driven, where the focus is on creating value, with less regard for costs needed.

Budgeting

A budget is a financial plan of how you are going to spend your money; it allows you to see if your organisation is worthwhile in financial terms, and provides a way of measuring your forecasted income and expenditure against the actual figures.

Profit is simply defined as how much money your social enterprise is making once all expenses have been deducted from the income earned. The break-even point is the point where total sales (income) are sufficient to cover all costs (expenditure). Beyond this point is where you begin to make a profit, some or all of which can then be reinvested in growing your enterprise and its social goals.

The museum at Carnforth Station

Cash flow is the amount of money that is flowing in and out of your organisation at any given time. Forecasting what this might be, month-by-month, is an extremely useful tool to help you stay on top of your finances and understand where the pinch points are. Ideally all staff/directors engaged in making key decisions within the social enterprise, particularly those that carry a cost, need to understand cash flow and management accounts so they know at any one time what is affordable, and what may pose a risk. You should therefore take time on a monthly basis to review this together.

Sample cash flow:

Opening balance	1,000	-5,500	-4,500									
Income	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Sales	500	1,000	2,000									
Grants	5,000		1,000									
Loans	2,000											
Contracts		3,000										
Other			1,000									
Total monthly income	**7,500**	**4,000**	**4,000**									
Expenditure												
Salaries	2,000	2,000	2,000									
Rent	500											
Rates	500											
Marketing/PR	1,000											
Capital projects	10,000											
Materials		1,000										
Maintenance			500									
Loan repayments												
Total monthly expenditure	**14,000**	**3,000**	**2,500**									
Monthly balance	**-6,500**	**1,000**	**1,500**									
Closing balance	**-5,500**	**-4,500**	**-3,000**									

Tips and strategies for effectively managing cash flow include:

- Understand fully the cost of delivering your value proposition – do not spend more or less than what is required. Some social enterprises fail because they over invest at the start-up phase;

- Be conservative not optimistic when estimating costs – you are better off over-estimating expenditure and under-estimating income;

- Don't forget to have a contingency plan – 'a cash cushion' – to fall back on. Include in your budget a contingency allocation to allow for unexpected expenses, and try to maintain an account balance of at least two months of operating costs.

Key advice

1. **Take stock of your finances** – traditionally, many community groups rely on one or two sources of funding to get the income they need. This is increasingly changing, and it is likely that to remain sustainable a group needs to finance itself from a variety of sources. Think about your own finances – where does the money come from? How likely is it that this source will continue in the short to medium-term? Assess what percentages come from where, as this will be a helpful starting point for a discussion about what you might want things to look like in the future.

2. **Writing a compelling funding application** – telling a good story is important in capturing funders' attention and selling your idea to them. While numbers and statistics are crucial, they can be complemented by a case study that clearly lays out how your group might have helped to change someone's life for the better and how you will make a difference to the activities of the funder, i.e. your value proposition.

3. **Developing a shared financial understanding** – it is important that everyone in the group has a broad understanding of the financial costs of the project and the financial position at any given time. As a starting point, go through the financial costs with everyone together, as this will help to reach a common understanding and identify any forgotten sources. There are a number of tools and templates that can be used to assist in budgeting and cash flow to generate different scenarios and the associated implications for the development of the enterprise.

Case study:

Shotton Partnership 2000

Shotton Community Partnership 2000 is a voluntary organisation with the aim of regenerating the former Shotton Colliery area in East Durham. The charity provides educational and vocational training, recreation and leisure facilities, and helps create job opportunities for local people.

The organisation successfully applied for Big Lottery funding to develop a community centre on an existing site in Shotton. This major capital project, costing more than £1million, was larger than any of the previous schemes the organisation had managed.

Trustees recognised that the board needed to build their capacity and knowledge in a range of areas including governance, business planning, and financial planning and were particularly keen on increasing expertise in budgeting and cash flow. The board organised training for all trustees on visioning, business planning, budgeting and cash flow, allowing them to play a more active role in financial decision-making. Detailed forecast figures were produced for estimated income from the newly-built community centre once it was up and running. Assumptions had to be made for levels of capacity for each activity, and a pricing strategy was developed for new and existing groups.

Ultimately, the group was granted almost double the money it initially requested, demonstrating confidence from funders in the sustainability of the organisation, their effective governance and their financial well-being.

Expanding the work of community rail

There is huge potential for social enterprise in railway settings, and the rail industry is increasingly supportive of such sustainable approaches to business. Groups such as community rail partnerships and station-based groups are being encouraged to explore enterprise opportunities within their areas, using their knowledge and connections to deliver greater impact within their communities.

Franchise agreements for train operating companies have helped to safeguard the future and activities of community rail groups through financial support, but industry and government are also keen to encourage groups to become more self-sufficient, while also providing wider ongoing benefits to the railways and society.

With declining opportunities to access funding from local authority budgets, it is more important than ever for community rail groups to develop their own funding streams to consolidate their financial futures. By using financial support to cover start-up costs or to 'pump-prime' enterprises, such 'seed funding' can create sustainable schemes that become self-financing. As well as positive financial performance, sustainability can also be demonstrated by increased social capital in terms of positive community impacts, increased footfall, and an improved passenger experience.

When engaging with train operating companies and other industry organisations such as Network Rail to establish social enterprises, groups need to provide a solid business case alongside their passion and enthusiasm for the project, highlighting areas of mutual benefit, such as improving stations and improving perceptions of rail. While taking financial performance and parameters into account, plans should also showcase the wider aims of the initiative and where they complement areas such as regeneration, health and well-being and social inclusion.

In its strategy for community rail, the Department for Transport states it is encouraging community rail partnerships and other groups to safeguard their independence by looking at "diversifying their funding base", including delivering services to partners and exploring social enterprise opportunities. Current practice cited includes the diversification of tourism work already undertaken within community rail such as through paid advertising opportunities and referrals for local businesses on marketing literature. It suggests that groups may also generate additional income from community assets, such as by providing space for community groups, local businesses, educational purposes, recruitment fairs, contractor events and social events.

The strategy also encourages train operating companies to assist community rail partnerships and groups by helping them to develop business planning skills and potentially offering community rail groups opportunities to provide agency services and duties more economically. As well as projects involving running and diversifying the services offered by ticket offices, highlighted in more detail in the section below, this could also include services such as station checks and management, compiling reports and surveys, event management, school liaison work and customer support.

Success stories and tried-and-tested ideas

ACoRP has previously highlighted examples of unused railways buildings being brought back to life, making stations more welcoming and hospitable and delivering a wealth of economic, social, and health benefits to local communities **communityrail.org.uk/wp-content/up-loads/2018/02/ACoRP-Community-Stations-Docu-ment-web.pdf**. Groups behind such projects have prioritised the needs of local people to deliver both social value and benefits to the railway. Many of these initiatives have incorporated a social enterprise aspect within the business model.

a) Cafés and other food and drink outlets:
Reviving station cafés has been one of the success stories of community rail, and there are numerous examples of such facilities enhancing station environments, bringing more people into the station, and improving the passenger experience. Many of these projects are social enterprises, with the business used as a vehicle to maximise social value.

This includes supporting those at risk of exclusion from local labour markets, with cafés at Gobowen, Kilmarnock, Yatton, Hexham and Crediton providing work experience and training opportunities for young people and adults with learning disabilities. A business plan for The Strawberry Line café at Yatton can be accessed via the further resources section of this toolkit. Others, such as those at Etchingham, Rye and Skipton, have helped to generate local jobs, and some have teamed up with local charities to support good causes, like the Carriages Café at Newark Castle station, which operates a 'Pay it Forward' scheme where people can contribute towards providing meals for the homeless.

Other groups have used a café as a centrepiece in transforming station buildings into gateways to their communities, with projects including those at Beccles, Wickham Market and Moorthorpe offering a range of community facilities, e.g. meeting rooms, offices, event space, alongside their food outlets, with profits reinvested

to secure the future of the sites. An example of the charitable community benefits society membership offer used by the group behind the Wickham Market Station redevelopment is included in the further resources section.

Examples of new food and drink-based enterprises venturing away from the traditional café model include the 'Hop on a Train' project at Alexandra Palace Station. There, the station adoption group is growing hops in planters on the platforms ready to be harvested on an annual basis and turned into beer, working with an existing hop-growing collective and local pub. The Settle-Carlisle Railway Development Company is also looking to expand its customer offer with a new micro-pub and café on Settle Station, the business case for which can be viewed in the further resources section.

b) Community hubs:

Many stations have been successfully developed into thriving sites that provide a range of services and benefits to local people. While the profits generated by community use may not be huge, the value that such facilities offer mean that they become deep-rooted in the communities they serve.

Examples include the meeting space and exhibitions at Ridgmont, the offices and art studios at Burnham, the community facilities at Ellesmere Port, the cycle centre at Pollokshaws West and the bookshop at Pitlochry. Some projects have shown innovation, with the trust behind the Poppleton Community Railway Nursery – the last remaining railway nursery in the UK – teaming up with a range of partners, including the local NHS, to offer horticultural therapy to adults with learning difficulties, alongside selling plants and produce to the public.

There are also instances where groups have established a marketplace of activities at station sites, such as at Kilmarnock, Millom and Carnforth. Here, the products and services on offer complement each other to provide added value, such as the shops, micro-pub, heritage centre, community art space, conference facilities and museum at Carnforth.

At Millom, the combination of the town's museum, a café, booking office, heritage centre and a private business have made the station an attractive proposition for tourists and a key site for local regeneration.

At Kilmarnock, the station's 'community village' offering, including a coffee shop, gift shop, book shop, active travel hub and event space, has led to increased footfall and the station becoming a sought-after venue for local community groups. The original business plan for the Kilmarnock Community Station Village can be found in the further resources section.

Poppleton Community Railway Nursery

By charging reasonable rates for the space available for community use, the groups and trusts running multi-use sites can recycle that money to fund general upkeep and/or individual initiatives, increasing the sustainability and self-sufficiency of the hubs. This in turn can help maximise the social enterprise aspect of the projects, with, for example, the profits generated at Kilmarnock used to support more people recovering from adversity, which is the overarching mission of the trust.

c) Printed timetables:

The main franchise printed timetables are produced and distributed by train operating companies in a standard format, solely communicating train times. However, for many rural or scenic tourist routes, there may be opportunities to use extended timetables to tempt travel, offer a guide to the lines, promote local events and businesses, and distribute them more widely to new markets.

There may therefore be opportunities for community rail partnerships or groups to produce such extended timetables via a promotions contract with the train operator, and reinvent it to drive usage and integration of different sustainable/active transport modes, with advertising to generate income and promote local businesses. A line guide and information on local attractions, a 'what's on' diary, and bus/walking/cycling connections could be included. The document could be downloadable from the group's website and that of other stakeholders. The contract could also be used to help deliver a range of promotional activities beyond the timetable.

Expert insight

Drew Haley, general manager, Settle-Carlisle Railway Development Company:

"People are using more of the timetables than ever. Because it's a marketing guide, it's also a community guide, it promotes onward travel, gives you money off things, provides a little map; it's a whole package. It shouldn't be unique in this industry; others could be doing it. Start with the railway industry, delivering stuff for them. That is the route to sustainability."

d) Local railcards and group travel:

Many railway lines have local railcards that, despite accessible prices, have not reached their full potential or market penetration. Groups may be able to take over the promotion and coordinate a push to attract additional holders. Added value discounts negotiated with local businesses and attractions could ensure increased take-up and revenue, alongside local economic benefits.

A new social enterprise could negotiate a percentage of the railcard's face value as contractual payment, increasing with higher take-up. It could work with the train operating company to consider promotional fares at quiet times to drive usage and test the market for potential new services and revenue generation.

There remains an opportunity to target the group travel market, particularly on more high-profile tourist/scenic routes. A group such as a community rail partnership could be contracted by the train operating company to review the potential for group travel packages to attract operators. This could include admission to local attractions and negotiated benefits with local businesses for groups. The contract could be set out on a settlement basis with a small percentage of revenue going to the group, who could also drive their income through negotiations with local business for added value offers.

e) Website development:

Many community rail websites are welcoming and contain a breadth of useful information - e.g. suggestions on rail-related days out or special events - resulting in respectable numbers of unique users.

However, a renewed focus, including improved links with social media, could act as a greater driver of line usage and income. Sites could include recommendations on where to stay, where to eat and drink, and things to do, in return for appropriate advertising fees, thus developing mutually beneficial relationships with local businesses and attractions.

Revamped websites could also have the potential to include affiliates, so if users come through a certain site to book a product such as rail tickets, hotels, or places to eat, that website owner would receive a percentage commission of the sale. There could be locally agreed affiliate programmes with purveyors of local produce or merchandise who advertise their goods through the website, with increased sales as the website gains more traffic.

Alongside features connected to the railway such as downloadable timetables, line guides, and audio guides, the website could promote other local products and services such local job opportunities via a recruitment agency, local properties for sale/rent via an estate agent, and local events, all in return for an advertising fee.

f) Ticket offices and other sales:

There are a few examples of ticket offices being set up at unstaffed stations, or taken over instead of closing, to be run on a social enterprise basis. This is often in conjunction with other community-led activities at the station, so the ticket sales are run in conjunction with a café, for example.

It might also involve expanding the offer, such as promoting/selling tickets to local attractions and businesses, providing modal integration through cycle hire or offering local coach/bus ticket retailing.

Case study:

Gobowen Station

Severn Dee Travel is a not-for-profit organisation run by volunteers and the Chester Shrewsbury Community Rail Partnership. Based at Gobowen Station, it provides ticketing services across the entire rail network. It also runs a station café that offers work experience opportunities to students with special educational needs from a local college. Working in a safe and supportive environment, students from Derwen College undertake a high-quality work experience placement where they learn basic catering and customer service skills. This directly links to their vocational studies and supports their longer-term career aspirations by providing an authentic opportunity to develop work-related skills.

g) Community festivals and other events:

Many community railway lines have popular local festivals and events that attract people to the area. They help to drive regeneration, particularly in rural areas, and there is an opportunity for groups to work with existing, or plan their own, festivals to promote the line, its communities, and local services, as well as encouraging green travel to such events.

This festival could be a showcase and celebration of the local area and the railway or station's importance, with potential activities including: exhibitions or performances of music/arts/culture; farmers' markets or stalls, offering local produce; heritage talks and tours; guided walks; real ale/cheese/local produce tasting; afternoon teas; and festive/themed activities. It could be an annual event held along the length of the line, its stations, and in its communities, attracting revenue, ticket sales, and advertising. Stations could also be used creatively to host a series of events throughout the year, particularly at weekends and in the evenings, attracting more people to the line and its communities. Depending on the type of event, income can be generated in different ways, such as: (affordable) rates for stall holders; ticket sales (where appropriate); local advertising; and fundraising activities.

h) On-train trolley services:

For a newly-established group this activity represents an initial financial outlay and risk, as trade may take time to build towards a profitable level. Therefore, early discussions with the train operator and assessment of the level of opportunity and demand is important. A staged approach may work, targeting the busiest trains at first, then assessing success, and products refined towards customer demand.

The trolley could be promoted as a vendor of quality local produce and employment and offers could be given to local railcard users and web subscribers. The service could also be used in conjunction with special trains such as music trains, which have been successfully operated in many areas including the Penistone and Poacher lines.

Engaging community rail and rail industry partners

For local groups embarking on rail-related enterprises, it's important to first check whether there is an existing community rail partnership or group that can support and assist, especially in engaging with the rail industry, and linking with their existing work.
A list/map is available at
https://communityrail.org.uk/community-rail/meet-our-members/

It is vital that community groups talk as early as possible to both their train operator and Network Rail, particularly in relation to enterprises looking to be based on stations or railway land, as both parties will need to agree to and be involved. By working with an existing local community rail partnership, or ACoRP, groups can begin to build relationships with the relevant community or stakeholder managers within the rail industry and ensure there is a safe, suitable and available space for the project. Groups should take the approach of continuous dialogue, engaging these partners in the ideas and planning process, rather than waiting until later in the development of the enterprise.

The key to starting any railway-based enterprise is knowing the best person to contact to support the project, and good relationships between partners such as train operating companies and small businesses will be fundamental to any success. A small business or community enterprise might assume there is little chance of accessing cheap, available space in a station or railway setting, and simply dismiss the idea. But, if a community rail group, which has the knowledge of such opportunities and the relationships to develop them, is agile and proactive, it can act as the first point of contact for such businesses or seek them out when a potential gap in the market or chance to improve the customer experience is identified.

Relationships take time to build and may be dependent on key personnel such as station managers, but getting the local 'buy-in' to an idea is crucial, and that is where the expertise of a community rail group may come into play, having a grasp on the feasibility and suitability of particular business or service ideas in a local setting. They might not have a budget to provide services directly, but they can act as a 'bridge' into the train operator, using their knowledge of knowing who to talk to in order to make things happen.

Some of the layers of bureaucracy and red tape that hold up possible business ventures in railway environments have now been reduced, and collaboration between train operators and small business enterprise is being actively encouraged through the franchising system. There is also the growing acknowledgement from the industry that working with small businesses and social enterprises can offer good value for money, high-quality service, and a boost to their business practice. However, there may also be challenges involved in bringing together multiple partners and overcoming project-specific issues, sometimes related to the complex and technical nature of the railways, so investing time and energy into building solid relationships with mutual understanding, and keeping everyone informed, is crucial. There is government support for this process, with the Department for Transport's Community Rail Development Strategy encouraging Network Rail to be more responsive and flexible in working with community rail organisations, supporting them to find innovative solutions, and to deliver local improvements and station-based activities.

Expert insight

Fiona Foulkes, national community rail lead, Network Rail

Network Rail works with voluntary groups and organisations across Britain to support the community rail movement, working alongside the local train operator and community-based groups. From our perspective, some of the really important things that any railway-based social enterprise or business must be mindful of are:

- You will be working near a live running railway – this comes with a number of associated safety risks and possible limitations. We will be asking you for safety documentation because we need to check that how you plan to keep safe meets our minimum safety standards and that you understand the dangers and risks of the environment you'll be working in;

- You need to be really clear about what you are hoping to achieve so that we can get all the relevant people to look over your application. Even for a relatively simple sounding project, we'll probably need to get permission from our engineers, maintenance team, and property teams as a minimum. We'll need to do a number of checks including safety of the area, making sure your suggestion won't interfere with railway operations, and that the land isn't planned to be used in the future for railway improvements. We'd suggest engaging with us early because it can take time to get these checks done;

Network Rail volunteers at Chichester Station

- As an arms-length government body funded largely by taxpayer money, we cannot provide any funding to assist community schemes. This means that your project or activity will need to be financially stable with a sustainable business plan in its own right.

If your project is based on a station, we work very closely with the local train operator and they will be able to advise on when you need to get us involved. Depending on what you are trying to do, you may need to apply to Network Rail with the support of the train operator to get the relevant permissions. This is because we are the overall landlord for most mainline stations in Britain, and any changes to our infrastructure will need to be properly controlled.

Promoting use of empty space

By the nature of its history, the railway industry has a huge estate of buildings and property, some of which have naturally fallen into long periods of disuse and disrepair. Increasingly, external property agents have become involved in managing and marketing such sites, and there is the potential for them to remain empty if they are seen as a lesser part of an agent's portfolio, unlikely to attract high rents. However, there is also increasing recognition by government, the rail industry and community rail groups that those spaces can be ideal for community use and small business ventures and that

this can deliver benefits for the station and railway, as well as the community group or enterprise itself. In some cases, there may be opportunities for community rail partnerships to promote, encourage and support such uses by other partners and groups within the community, as well or instead of running such enterprises themselves.

Support has also been increasing for such projects, from communities themselves and organisations such as ACoRP and The Railway Heritage Trust – which is also a major funding source of capital projects involving heritage buildings – to help maximise use of available spaces, thus improving the industry's assets and helping the railway to deliver greater value to local communities.

Expert insight

Drew Haley, general manager, Settle-Carlisle Railway Development Company:

" If there is a community rail partnership on a line, why can't they help lease out business space and take a percentage of the profit? So, the train operator could say, we've got this space, and partnerships could say, I'll find you someone for that. If it was my station, I'd care. More than an agent. A community rail partnership would drive that process more.

" The profit share lease was first developed for Northern Rail in 2007, and empty space at Skipton Station was leased to the community rail partnership to run a café with Northern taking 20% of the operations

Settle Station

profit instead of a standard lease. This protected the partnership and has provided the train operator with an annual income for 11 years. More importantly, an empty space in the heart of the station is now a welcoming passenger environment and facility. Could such a lease work for your idea in an unloved or unwanted station area? "

Highlighting the benefits to rail

Groups looking to develop social enterprise within a railway setting may have to recognise that their aims for community benefits may not be the primary emphasis in the railway industry, which is a commercial, technical, process-orientated and often pressurised environment. Where such opportunities exist for social enterprise at stations, it is likely that train operators will need to explore and prioritise commercial uses for such spaces ahead of community use. However, it is also helpful if community rail partnerships and other community groups emphasise the benefits of social enterprise and community uses to the railway itself.

Franchise agreements now tend to include clear requirements for train operators to work with and encourage community groups and small businesses to make use of empty facilities, and community rail groups are ideally placed to lead on this work or act as an effective broker in the relationship between rail and community groups, given their contacts and knowledge of local areas. They can engage with the commercial property teams of train operators or Network Rail to support and progress such projects. Community rail groups can also work with train operators to ensure they understand the benefits to them, such as to do with bringing a station back to life and making it more welcoming. Train operators want assurances not only that

initiatives will work, but also that they will add value to stations and create positivity in terms of the passenger experience.

Creating an open and honest dialogue between community (rail) groups, train operators, Network Rail and other partners will encourage industry to get on-board with projects and be realistic about providing an environment in which enterprises can grow. This could include support via arrangements such as a 'peppercorn' rent, a simple and long-standing lease, or an open-book profit sharing agreement so that everyone benefits from the growth of the enterprise.

Understanding the business environment

Community groups setting up rail-related social enterprises will need to not only work alongside the rail industry, but also seek out partners in their local (business) communities, to act as suppliers, tenants, service providers, or other stakeholders in wider initiatives. By developing knowledge of potential business opportunities in their own distinct areas, groups can identify new partners for projects ranging from small-scale enterprise ideas, e.g. identifying a retailer or community group to run a pop-up stall on a station, to more significant station development schemes.

Expert insight

Professor Paul Salveson – Bolton Station Development Group and community rail expert:

"At the moment, some community rail partnerships don't really understand, and get out into, the business community in the places they serve. Partnerships and the more established station adoption groups need to get better at getting into local business communities. It's about using local authority links, a local chamber of trade, and just talking to people. It's about community rail groups embedding themselves into local communities, which is what they should be doing all the time."

For example, in Bolton, the station development group is working with the local university as it looks to develop community space and facilities in a number of buildings on one of the platforms. This innovative partnership potentially provides a number of benefits for both sides.

The university benefits as the station provides a unique space for students to develop creative skills and gives an interface with the wider community, while the station group benefits by forming an alliance with a significant institution within the town, able to engage with young people and potentially attract funding to invest in the fabric of the space. There is also the possibility of the university taking on an overarching lease for all non-commercial space in the station, managed in conjunction with the station partnership.

By establishing a network with local business and community representatives, groups can give themselves as wide a base as possible to develop enterprise ideas and opportunities for joint ventures. This may lead groups to develop services and products they had never considered before, with joint working maximising resources, experience, and expertise, and limiting risks.

Expert insight

Faye Lambert, stakeholder liaison manager, CrossCountry

"At CrossCountry we are passionate about supporting community partnerships to learn and grow through being part of their local railway. Through this toolkit, we hope to encourage many local people to see their railway as a place where enterprise can flourish and make a real difference to communities.

It is always important that good ideas can become reality. So, if you are planning to propose a social or business enterprise to partners for your local station, firstly make sure it is sustainable. This is your key objective, and often the reason why some schemes fail if they don't make this top of their list.

You also need to involve the community, build your enterprise around the needs of the community and passengers and make local people part of the scheme. Ask yourself, will this scheme encourage use of rail and public transport? How will it impact on the environment? How will it contribute to the local economy?

Make sure it is professional. Spend time finding out all the facts and figures and present your ideas as a comprehensive business plan that answers all the questions, from how it will be funded to risk assessments and customer safety. Don't expect potential partners and funders to guess because they won't. Preparation is key. Successful schemes are also diversifiable, enabling growth and of course, sustainability. They are innovative too and anything that can be easily replicated – shares good practice – is also a winner.

Community rail partnerships are fervent about delivering change for communities through improved local rail services and facilities, so make your partnership and this toolkit your advocates when working to make your socially enterprising railway idea a reality. Good luck!"

Recommendations for community rail groups considering social enterprise projects

1. Do your research. Be clear on the gap in the market you are trying to fill and what benefits your product or service will provide. Engage with and consult people, including your potential customers, beneficiaries and partners, to ensure you understand their needs, interests and potential barriers, and to ensure your enterprise has communities' interests at its heart. Work with those communities to develop the project and establish both key partners and a potential customer base.

2. Spend time on developing a comprehensive business plan. Map out your key partners and ensure what you are proposing is sustainable. If your enterprise requires some form of start-up funding, outline how this money can be used to 'pump-prime' the project, rather than prop it up in the long-term. Be professional, and aim to answer all the questions that possible stakeholders or funders may have. When getting your project underway, keep in mind the importance of marketing and communications to establish your presence and keep people feeling engaged.

3. Be clear of the social aims of your enterprise, but also concentrate on providing the best product, service, price, and customer experience you can. You can't rely on people using your business just because they recognise its underlying social value. The feel-good bit, while perhaps the very reason you exist, needs to be the extra pat on the back for the customer rather than their reason. Never lose sight of your social mission, but ensure you run your enterprise as a business.

4. While retaining a focus on commercial viability, monitor the social return and performance of your enterprise to ensure you are achieving what you set out to achieve. Engage key stakeholders, including rail industry partners, in developing your aims, to encourage an environment and understanding where measurement isn't just about cash and bottom line, but also increased social value. Ensure that outgoing monitoring and assessment of your success, in terms of commercial viability and social value, is built into your plans.

5. Be bold in your ideas and thinking, but be realistic in financial terms. Be conservative in your initial projections and allow for contingencies and risks in your plans and budgets. Be open and transparent with potential funders, and use your enthusiasm to sell your idea. Ensure you have the skills and ability to manage your finances effectively.

6. Look at good practice elsewhere. Talk to other groups, not exclusively within community rail, who have embarked on similar projects and find out the key lessons they learnt. Take the time to read about and visit, if possible, other enterprises to develop your contacts and bring people on board as consultants and sounding boards for advice.

7. Be patient, and plan your enterprise for the long-term. Do not underestimate the time needed for some projects to get underway, given the complexities of the rail industry. Don't just go door-knocking for support, have your initial business case ready, and bring key rail partners, e.g. train operating companies, Network Rail, ACoRP, on board as early as possible to negate any delay and maximise their knowledge and expertise.

8. Immerse yourself into your local business environment to use the support available. If you are a community group looking to establish an enterprise in a railway environment, use your community rail partnership, if one exists, as 'a bridge' into the industry, with the knowledge and contacts that brings. If you are a community rail partnership looking to embark on a social enterprise project, get out and network in your local business community to see who the key players are and who your potential partners or stakeholders might be.

9. Don't be afraid to ask for help. Establishing a social enterprise can be a daunting process, but there are a number of organisations on-hand to offer support and advice. Draw on support from national organisations like ACoRP, SFEDI and other social enterprise experts. Don't work in isolation; utilise their expertise.

10. Never lose your passion and ambition. Even if the process feels a struggle at times, do not lose sight of your goals and the positive difference your enterprise could make to people's lives. Remember that community rail can be a great vehicle for social enterprise and that the ethos is supported by the rail industry as a whole, and national government, with industry partners conscious of its benefits and encouraged to support such activity via franchise agreements and the Department for Transport. The potential for social enterprise within community rail is huge and the sky really is the limit. Go for it!

Further resources

Getting started with social enterprise:
Developing a strong value proposition
strategyzer.com/canvas/business-model-canvas
socialbusinessmodelcanvas.com/

Activities and resources – business planning
plunkett.co.uk/inspire-resources/
thesocialbusiness.co.uk/downloads/DIYbusinessplantemplate.pdf
www.unltd.org.uk/our-support/learning-area/mapping-out-your-operational-needs

Engaging with partners
unltd.org.uk/portfolio/4-10-stakeholder-engagement-and-building-networks/
tools4dev.org/resources/stakeholder-analysis-matrix-template/

Engaging with customers – marketing
unltd.org.uk/our-support/learning-area/developing-your-marketing-strategy-and-marketing-plan
plunkett.co.uk/wp-content/uploads/Planning_a_Marketing_Campaign.pdf
communityrail.org.uk/wp-content/uploads/2018/02/Marketing-communications-guidance-2017.pdf
marketingdonut.co.uk/marketing-strategy/your-marketing-plan/marketing-plan-template

Managing finances – income and expenditure
unltd.org.uk/our-support/learning-area/maximising-income-generation
communityrail.org.uk/resources-ideas/funding-advice/
fundingcentral.org.uk/default.aspx
socialenterprisetoolkit.ie/chapter-6-managing-finance/
britishcouncil.org.ua/sites/default/files/social_enterprise_planning_toolkit.pdf
accaglobal.com/uk/en/business-finance/business-plans/example-cashflow.html
smallbusiness.co.uk/profit-and-loss-template-20736/

Practical case study documents:
Kilmarnock Community Station Village initial business plan 2015: **communityrail.org.uk/wp-content/uploads/2018/11/Kilmarnock-Community-Station-Village-initial-business-plan-2015.pdf**

Settle micropub and café: **communityrail.org.uk/wp-content/uploads/2018/11/Settle-Micropub-and-Cafe.pdf**

Wickham Market: **communityrail.org.uk/wp-content/uploads/2018/11/Wickham-Market-SHCCmembershipoffer.pdf**

Yatton café: **communityrail.org.uk/wp-content/uploads/2018/11/Yatton-SLCP-business-plan-RDPE-final.pdf**

Social enterprising railway interactive activities: **communityrail.org.uk/wp-content/uploads/2018/11/Socially-enter-prising-railway-interactive-activities.pdf**

Featured project websites:
Kilmarnock - **ksrht.org/**
Mytholmroyd - **mytholmroydstation.wordpress.com/**
Millom - **millomdiscoverycentre.co.uk/**
Settle-Carlisle - **settle-carlisle.co.uk/**
Devon and Cornwall - **dcrp.org.uk/**
JET - **jetnorth.org.uk/**
Shotton - **durhamlocate.org.uk/Services/2178/Shotton-Partnership**
Gobowen - **severndeetravel.org.uk/**
Yatton - **strawberrylinecafe.co.uk/**
Crediton - **theturningtidesproject.org.uk/crediton-station-tea-rooms.html**
Etchingham - **bistroatthestation.co.uk/**
Newark Castle - **carriagesnewark.co.uk/**

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crosscountry
by arriva
The socially
enterprising
railway

31

Beccles - **becclesstation.co.uk/**
Wickham Market - **stationhousecampseaashe.co.uk/home**
Alexandra Palace - **friendsofallypallystation.co.uk/**
Ridgmont - **bedsrcc.org.uk/ridgmont-station-heritage-centre/**
Pollokshaws West - **southwestcommunitycycles.co.uk/**
Pitlochry - **pitlochrystationbookshop.co.uk/**
Poppleton - **poppletonrailwaynursery.co.uk/index.php**
Carnforth - **carnforthstation.co.uk/index.html**

SFEDI and Institute of Enterprise and Entrepreneurs checklist resources:
Business Development: **communityrail.org.uk/wp-content/uploads/2018/11/Business-Development-FINAL.pdf**
Enterprise Essentials: **communityrail.org.uk/wp-content/uploads/2018/11/Enterprise-Essentials-FINAL.pdf**
Finance: **communityrail.org.uk/wp-content/uploads/2018/11/Finance-FINAL.pdf**
Legal: **communityrail.org.uk/wp-content/uploads/2018/11/Legal-FINAL.pdf**
People: **communityrail.org.uk/wp-content/uploads/2018/11/People-FINAL.pdf**
Winning Business: **communityrail.org.uk/wp-content/uploads/2018/11/Winning-Business-FINAL.pdf**
Yourself: **communityrail.org.uk/wp-content/uploads/2018/11/Yourself-FINAL.pdf**

Who else can help?

ACoRP:
ACoRP is dedicated to supporting community-based groups and partnerships that connect their community with their railway and deliver social benefit. Members can access operational support, training and development, written resources, networking opportunities, and advice on good practice within all aspects of community rail. For free information and resources, visit **communityrail.org.uk**.

SFEDI:
The SFEDI group is focused on raising the quality of enterprising skills by identifying and delivering programmes of support for small and micro business communities. For details, visit **sfedigroup.com**.

The Plunkett Foundation:
The Foundation supports groups, predominantly in rural areas, to set up and run community businesses, providing bespoke practical advice, support, and training. They help create sustainable initiatives to improve and benefit communities. For more, visit **plunkett.co.uk**.

Inspire2Enterprise (I2E):
I2E is a predominantly free service for anyone looking to start, run, finance, or partner with a social enterprise. Expert support includes guidance on how to start a social enterprise, business planning, cash flow and budgeting, and legal structures. For details, go to **inspire2enterprise.org**.

Locality:
Locality is the national membership network for community organisations, offering a specialist consultancy advice and support service. It offers services such as peer learning and practical resources in areas including managing land and buildings, business planning, governance, community impact and engagement, and marketing and communications. Visit **locality.org.uk**.

End notes

1 https://www.socialenterprise.org.uk/What-is-it-all-about
2 https://www.gov.uk/set-up-a-social-enterprise
3 https://www.socialenterprise.org.uk/the-hidden-revolution
4 https://www.socialenterprise.org.uk/What-is-it-all-about
5 http://www.britishcouncil.org.ua/sites/default/files/social_enterprise_planning_toolkit.pdf
6 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/31677/11-1400-guide-legal-forms-for-social-enterprise.pdf
7 https://www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=b5514bc0-5a3b-4c4e-afe1-d8aaec3ebb19
8 https://www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=b5514bc0-5a3b-4c4e-afe1-d8aaec3ebb19
9 https://www.unltd.org.uk/uploads/general_uploads/DLA-Piper-Legal-Structures-for-Social-Enterprises-1.pdf
10 https://locality.org.uk/wp-content/uploads/2018/03/Choosing-a-legal-structure-toolkit.pdf
11 https://plunkett.co.uk/wp-content/uploads/Brief_Guide_to_Legal_Structures_March_2016.pdf
12 https://communitysouthwark.org/sites/default/files/images/An%20Introduction%20to%20Social%20Enterprise.pdf
13 https://communityrail.org.uk/wp-content/uploads/2018/02/ACoRP-Community-Stations-Document-web.pdf
14 Osterwalder A, Pigneur Y (2010). Business Model Generation – A Handbook for Visionaries, Game Changers and Challengers. John Wiley and Sons, Inc., Hoboken, New Jersey.
15 http://www.britishcouncil.org.ua/sites/default/files/social_enterprise_planning_toolkit.pdf
16 https://www.unltd.org.uk/our-support/learning-area/marketing
17 http://marketingmix.co.uk/4ps-marketing/
18 PR Smith (2011) The SOSTAC ® Guide - to writing the perfect plan

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