



Finding funds for urban projects: A guide for catchment partnerships

September 2017

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We help people and wildlife adapt to climate change and reduce its impacts, including flooding, drought, sea level rise and coastal erosion.

We improve the quality of our water, land and air by tackling pollution. We work with businesses to help them comply with environmental regulations. A healthy and diverse environment enhances people's lives and contributes to economic growth.

We can't do this alone. We work as part of the Defra group (Department for Environment, Food & Rural Affairs), with the rest of government, local councils, businesses, civil society groups and local communities to create a better place for people and wildlife.

Published by:
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Bristol BS1 5AH
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Further copies of this report are available from our publications catalogue: www.gov.uk/government/publications or our National Customer Contact Centre: T: 03708 506506
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Indepen is a management consultancy working with clients facing the challenges of regulation, deregulation, competition and restructuring. We help investors, boards and senior managers identify and assess political and regulatory risk and to develop and implement internal and external strategies to manage their exposure.

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The Indepen Forum provides the opportunity for investors, government and business leaders to debate, under the Chatham House Rule, issues that if mis-handled could undermine well-intentioned policy initiatives.

Foreword

Sir James Bevan, Chief Executive, Environment Agency

Water affects everything and everyone. Urban rivers have a long history of being at the heart of society. They keep us alive; drive the economy with industry, energy and farming depending on them; manage waste; sustain plants, wildlife and the natural world; and enhancing the beauty of the world around us. Having good quality water in the quantities we need is essential for all of us.

Remember you can't separate the river from the catchment, nature is an integrated system, so we need improvement across our catchments. The scale of the challenge involved with improving urban rivers is large and complex. We need to make winning cases, for resources to fund improvement projects. There are undoubted benefits that healthy urban rivers give to those living and working near them. We can achieve more for people and the environment by working together across catchments to deliver environmental improvements.

Over the last twenty years there has been huge progress in enhancing the water environment. The catchment based approach is key to securing further improvements in our water environment. The Environment Agency is here to create a better place for people and wildlife. Let us all remember that, if we are ever in any doubt, let us do what is best for the environment.

J.D. Bevan



Acknowledgements

The authors would like to acknowledge the support and input from those in the Bristol Avon catchment, and elsewhere, who have openly shared their experiences with us to help others who may want to replicate the approaches or build on lessons learned.

Thank you



Executive Summary

This guide, aimed at catchment partnership organisations working in urban areas, provides advice and new ideas to help secure more funding for catchment projects. It is based on research commissioned by the Environment Agency in 2017, and undertaken by Indepen.

E1. Introducing four approaches to secure more funds to improve urban catchments

The guide starts with an outline of its aims and four sections, each covering a key element of success, with discussion of how to achieve this. These ideas are illustrated with occasional short cases studies from the Bristol Avon catchment and links to other supporting resources.

By following the approaches outlined in each section, catchment organisations can establish solid foundations from which to build a successful funding plan.

E2. Quick summary of key messages and check-lists

Designed as a quick reference, section 2 provides a summary of key messages and a series of check-lists to challenge you to think about how well you are positioned with regard to using the ideas and advice provided in the four core sections of this guide. By rating your current position from 1 (weak) to 5 (strong) you can assess your priorities for action.

E3. Create an organisation that funders can trust

Your funding journey starts by demonstrating that you are a credible organisation that can understand funders' needs and provide reliable governance to deliver your promises.

- Understand what potential funders are dealing with so that you can empathise with their needs.
- Collaborate widely and build multi-layer relationships.
- Build your profile with trustworthy connections, good governance and evidence that you can manage money effectively.
- Learn lessons from good practice guides on collaboration.

Case study: Wessex Water's Strategic Water Group.

Case study: Bristol Avon Catchment Fund.

E4. Think broadly about sources of funding and needs of funders

The Department for Environment and Rural Affairs (Defra) and its network are not the only source of funding for catchment projects. Urban areas concentrate public service delivery, infrastructure management and economic activity. There are many overlapping objectives and dependencies that urban catchment projects are ideally suited to help deliver.

The next stage of your funding journey is to ensure you are aware of the opportunities to obtain funding and to identify the links you can make.

- Find out who, in your area, controls portions of the £13 billion spent each year in England on catchment-related activities. Review your local opportunities to access nine major sources of spending that could be linked to urban catchment projects:
 - Water companies;
 - Local businesses;
 - Local growth programmes;
 - Local authorities;
 - Flood risk authorities;

- Public health and social care organisations;
- Road and rail network organisations;
- Research grants;
- Grant-giving charities.
- Understand funders' needs so you can link your projects to these sources of funds.
- Use web resources and partners to access knowledge and alerts about grant funding opportunities.
- Use social media tools and campaigns to raise funds.

Case study: Bristol Avon Rivers Trust and the Greggs Foundation.

Case study: Bristol AQUA Horizon 2020 Project.

E5. Think differently about how you ask for funds

The traditional way of asking for funding for environmental projects is to stress the wider value of the environment to society. However, in urban settings with extensive and complex demands on available funds, this approach does not have significant influence.

To be effective at securing funds, you may have to focus your bids on the goals of potential funders and not dwell on your own perception of the importance of the environment.

- Think like a marketer.
- Mind the gap between your language and what funders want to hear.
- Use language that will be attractive to most funders
 - save money.
 - create new jobs and skills.
 - make growth sustainable and simpler to approve.
 - connect to an audience.
 - reduce carbon and resource use.
 - build positive reputation.
- Think like a small business.

Case study: Natural flood management in Wiltshire.

E6. Think big and connect to your local growth agenda

The previous sections deal with fundamentals that should enable you to be more successful at securing funds for a wide range of projects.

Once you are confident in these foundations, the final step covered in this guide is to consider how you secure access to funds to deliver projects that will transform large areas of your catchment.

Thinking big for your urban catchment inevitably means connecting to major areas of regeneration, infrastructure development and urban growth.

- Put growth on your partnership agenda, map out where growth is planned in your catchment and who is connected to it.
- Explore how big catchment solutions could offset the impacts of growth.
- Use 'dream project' approaches to build a strategic project proposal that links to your local area's economic growth plans.

Case study: Bristol Avon Catchment Resilience Plan

Case study: Natural Capital Trust.

Case study: Bath's WaterSpace Study.

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1 Introduction

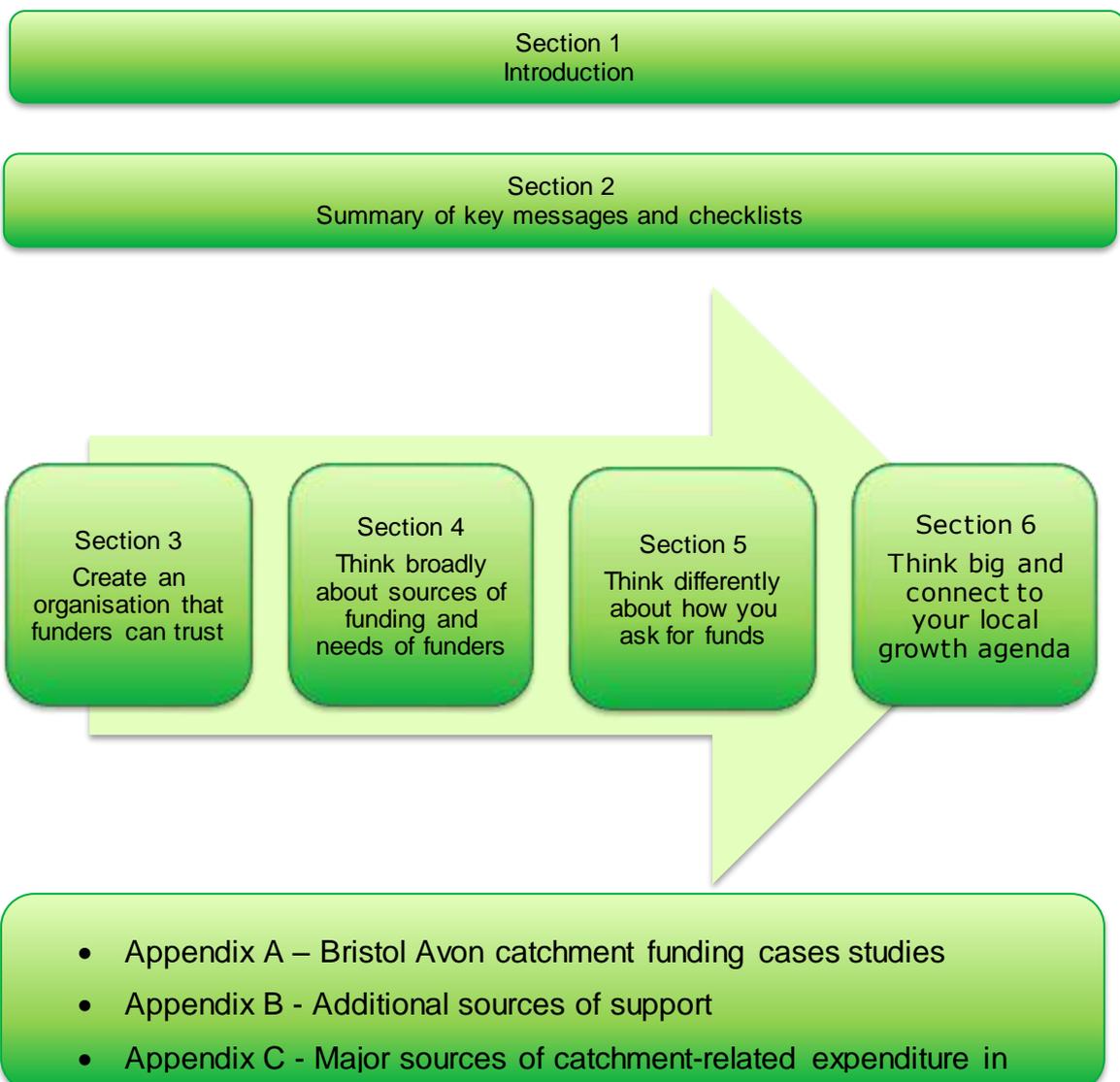
1.1 Aim of this guide

Raising money for any endeavour takes time and effort, but, with planning, research, networking and persuasive communication, you can increase your chances of success.

The aim of this guide is to provide advice that will help you secure more funding for urban catchment projects. It covers the core areas required to prepare an effective funding plan:

- how to find funds;
- how to win funds;
- ideas for innovative approaches to funding.

The guide has been prepared by Indepen on behalf of the Environment Agency. Indepen's team researched approaches used by a variety of organisations connected to the Bristol Avon Catchment Partnership. We have supplemented this with links to advice from a range of other sources that we uncovered in our research. The guide structure is shown below.



1.2 Before you start

It's important to allow plenty of time for fundraising. If the event or project for which you're seeking funds is due to take place next week, you've probably left it too late. It is advisable to allow at least 6 to 18 months to raise funds for a project. Often, major capital projects will be raising funds over a number of years.

The first step is to understand what you want to raise funds for and to ask yourself:

- Do I have desirable achievable and precise objectives (people won't fund ill-thought-through plans)?
- Do I have thorough costings for the project? And are they realistic, reflecting all the costs that will be involved?
- Do I have access to influential people in the community, regionally or nationally who might support my case?
- Do I have any dedicated professional staff to manage the fundraising or who could be called on for advice? If not, who will take responsibility?
- Don't forget: fundraising costs money. Can I afford to do it?

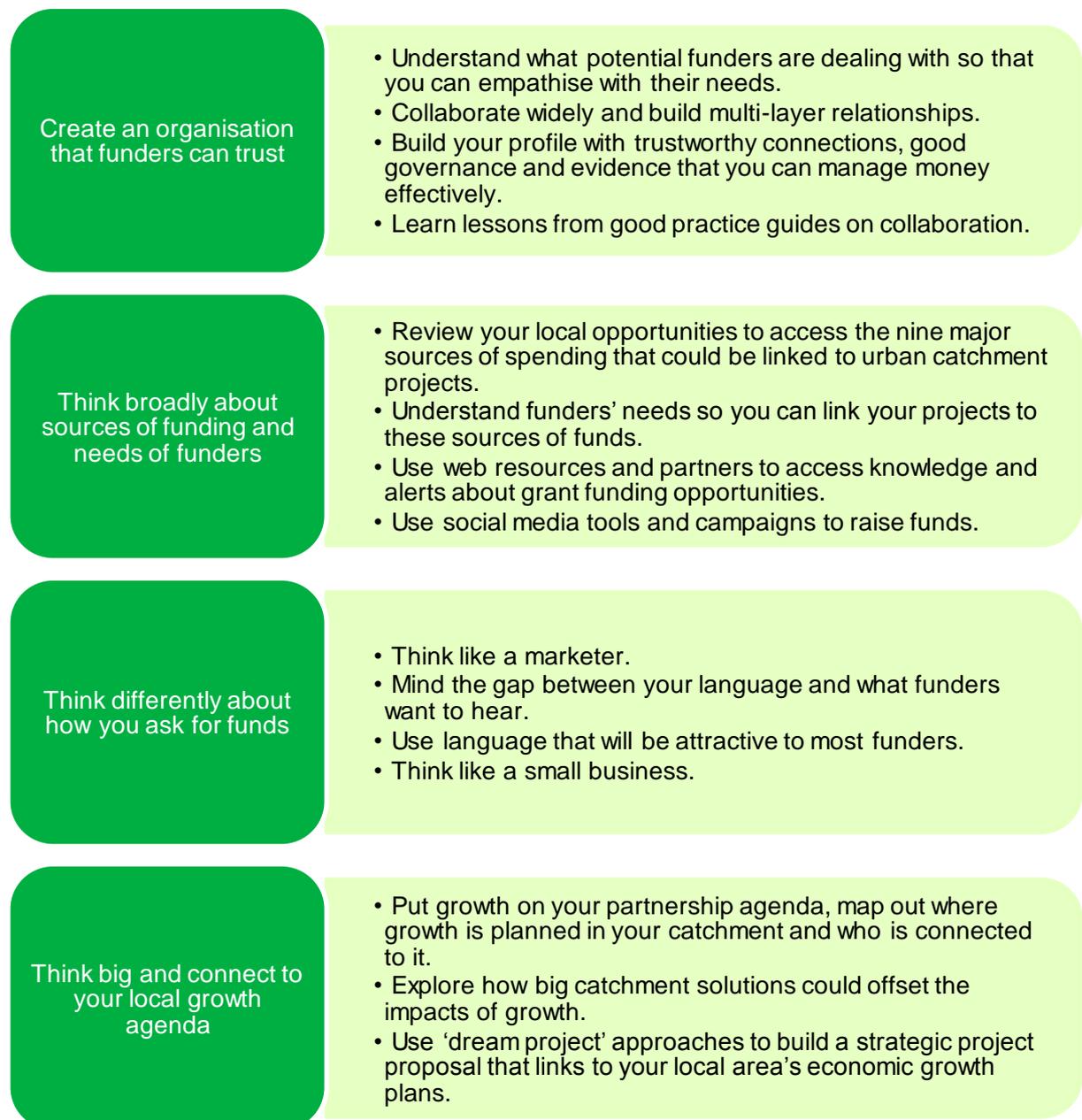
If you think you can answer these questions positively, then the rest of this guide will help you refine your fundraising plan to have greater chances of success.

2 Summary of key messages and checklists

2.1 A four-step approach will secure more funds

In England, over £13 billion is spent on issues related to catchments each year, much of it in urban areas. Catchment organisations can follow a four stage process (Figure 2.1) to maximise their chance of securing these funds, whilst delivering the core objectives of the funding and multiple other benefits in the catchment.

Figure 2.1 How to find and secure more funds for catchment projects



2.2 Checklists

The following sections provide tables that challenge you to think about how well you are positioned with regard to using the ideas and advice provided in the four core sections of this guide. By rating your current position from 1 (weak) to 5 (strong) you can assess your priorities for action.

2.2.1 Building an organisation that funders trust

	Current position (1 to 5)
1. How well do you understand the economic, flood risk and spatial planning strategies of your locality	
2. How good are your links and relationships with key convening organisations:	
a. Environment Agency (catchments teams, water industry planning teams and flood risk teams)	
b. Water companies	
c. Local authorities	
d. Local Nature Partnerships	
3. How credible are your organisational governance arrangements?	
4. How good are your connections to local figures that could offer patronage?	
5. How much effort are you putting in to connecting with business and growth networks	
6. What evidence can you provide to demonstrate a good track record of delivering projects?	
7. How well prepared are you to collaborate?	

2.2.2 Finding funds and understanding funders needs

	Current position (1 to 5)								
	Water companies	Local business	Growth programmes	Local authorities	Flood risk orgs	Public health orgs	Road and rail orgs	Research grants	Grant charities
1. How good are your networks and contacts in each of the 9 major funding sources?									
2. Understanding funders needs:-									
a. How well does the partnership understand the key documents/policies/organisations which drive the way money is spent in your catchment?									
b. How well does your partnership understand the main priorities of potential funders?									
c. How well connected are you to the key decision makers?									
d. How well do you understand the timescales/opportunities to influence policy drivers?									
3. Do you have good systems to keep abreast of potential funding opportunities?									
4. How capable do you feel about using innovative social media approaches to help your fundraising?									

2.2.3 Thinking differently about how you ask for funds

	Current position (1 to 5)				
1. Are you thinking like a marketer?					
2. Are you generally using the right language?					
3. Meeting funders' needs: -	Save money	Create new jobs and skills	Make growth sustainable	Connect to an audience	Reduce carbon or resource
a. How well could your local partnership meet these needs?					
b. How well does your local partnership market its ability to meet these needs?					
4. Are you thinking like a small business?					
5. Do your case studies provide information that links to funders' needs?					

2.2.4 Thinking big and connecting to growth

	Current position (1 to 5)				
1. How well do you know the major growth points in your catchment?					
2. Have you explored opportunities for a major catchment project that would make local economic growth have less impact or occur more swiftly?					
3. Are you ready to build a dream project idea?					

2.3 Some guiding thoughts

The advice and ideas in this guide should enable you to identify a range of opportunities to find funds, and to select the ones most likely to succeed and align with your goals.

When presenting the findings of the report to the Bristol Avon Catchment Partnership, three guiding thoughts came up in discussion that seem relevant to any attempt to secure more funding for catchments:

- Invest more time in relationships. People, not maps and models, make decisions on funding.
- Build at least one strategic relationship, ideally with a water company, a Local Nature Partnership or a local authority key issue group which links economic growth to green infrastructure, water or flood risk.
- Remember that inspiration and some evidence to win hearts and minds of funders is often more effective than more and more evidence.

Good luck on your funding journey!

3 Create an organisation that funders can trust

Your funding journey starts by demonstrating that you are a credible organisation that can understand funders' needs and provide reliable governance to deliver your promises. In this section we discuss how to:

- Understand what potential funders are dealing with so that you can empathise with their needs.
- Collaborate widely and build multi-layer relationships.
- Build your profile with trustworthy connections, good governance and evidence that you can manage money effectively.
- Learn lessons from good practice guides on collaboration.

We illustrate some key points with the following case studies:

- Wessex Water's Strategic Water Group.
- Bristol Avon Catchment Fund.

3.1 Understand what potential funders are dealing with so that you can empathise with their needs

A shared sense of priority is fundamental to building trust and collaboration. Being able to demonstrate that you know what is important to potential funders, and linking your activities to their issues, is a vital step in building a funding plan.

3.1.1 What are the priorities and needs of others in your catchment?

Each catchment is different in terms of its natural characteristics, but also in terms of the economic drivers and who is shaping investment that might affect the catchment.

Understanding these characteristics is a vital first step and can be achieved initially through web-based research, reviewing relevant plans to find out what is going on in the catchment. Plans of interest include:

- **Flood Risk Management Plans** which explain the risk of flooding from rivers, the sea, surface water, groundwater and reservoirs and how risk management authorities will work with communities to manage flood risk over the next 6 years. See <https://www.gov.uk/government/collections/flood-risk-management-plans-frmps-2015-to-2021>
- **Local Economic Partnership (LEP) Strategic Economic Plans** which set out how a region will develop its economy over the medium term to stimulate sustainable economic growth and create jobs. See <https://www.lepnetwork.net/about-leps/>
- **River Basin Management Plans** which set out how organisations, stakeholders and communities will work together to improve the water environment. See <https://www.gov.uk/government/collections/river-basin-management-plans-2015>

- **Local authority Local Plans** and supplementary planning documents (for instance, Green Infrastructure strategies) which form a framework that planning applications are assessed against. See https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/391694/Plain_English_guide_to_the_planning_system.pdf

As well as local government and Environment Agency plans, the plans and priorities of other key organisations may overlap with your own. Organisations of interest will include:

- your local water company;
- your local Regional Flood and Coastal Committee (RFCC);
- your Local Nature Partnership (LNP);
- local wildlife groups;
- local universities.

3.1.2 How could you address these needs?

Understanding how you can link work that is valuable to your goals for the catchment with the needs of others, as expressed in these plans, will create the basis for you to undertake the steps related to finding funds and understanding funders needs that are outlined later in this guide.

Taking time to brainstorm the skills, knowledge, connections and initiatives that your organisation could offer will also help you see the most promising opportunities for partnership and so give focus to priorities in your overall funding plan.

Table 3.1 shows some of the key priorities of organisations in the Bristol Avon catchment and how the partnership has worked to address these priorities. Section 4 gives more examples of how you could make connections with specific types of funder.

Table 3.1: Connecting to funders' priorities in the Bristol Avon

Wider drivers in the Bristol Avon catchment	Related initiatives that the Bristol Avon Catchment Partnership develops and connects with
The catchment has high priority urban flooding issues – Bristol is designated as a specific flood priority area with the Severn Flood Risk Management Plan.	Natural flood management schemes are being trialled in upstream areas of the catchment.
Bath's local authority plans designate an Enterprise Zone along part of the river corridor. Regeneration and health and safety are issues along this river stretch.	The lead on the collaborative working project, WaterSpace, which has facilitated the design of a multi-functional River Park along the Avon that will be developed with £4m from S106 funding, sits on the partnership steering group.
Bristol has a strong growth and devolution agenda. Bristol, within the West of England Local Economic Partnership (LEP) has signed a 30-year £900m City Deal and the four local authorities surrounding Bristol have agreed to be governed by an elected metro-mayor. Bristol itself already has an elected mayor.	Bristol is at the centre of some innovative funding solutions, including the design of a potential new vehicle, the Natural Capital Trust Fund, designed to better amalgamate and co-ordinate developer payments required to offset biodiversity impacts. The partnership maintains close links with the West of England Nature Partnership which is leading on this initiative.
The Universities in Bristol host one of five NERC funded Sustainable Urban Living Partnership projects that commenced in June 2016 and the University of Bath has a water strategy research board.	University representatives sit on the partnership group.
The West of England is consulting on a Joint Spatial Strategy that will inform local development plans and locations of housing growth over the next 25 years. Bristol has recently published a 50-year resilience strategy.	The partnership's officers work with Wessex Water who have developed a catchment resilience map to identify areas where water issues will need to be addressed.
There is a strong, regional political will to look for sustainable solutions as reflected in the city of Bristol being the green capital of Europe in 2015.	The Bristol Avon Catchment mapped ecosystem services opportunities to highlight areas where projects could contribute to sustainable water management and blue-green infrastructure.

3.2 Collaborate widely and build multi-layer relationships

The ability to make a case to be funded will nearly always be backed up by a relationship with the funder that has involved personal contact and face to face communication. The more widespread these contacts, and the more these contacts can be demonstrated at multiple levels of an organisation, the greater the likelihood that funding requests will be supported. Some basic steps to build your network are outlined below.

3.2.1 Use the convening power of the Environment Agency

The Environment Agency is the natural organisation that potential funding partners will look to when considering the value of a catchment project. The Environment Agency also has links with many working groups – particularly around flood risk management– where projects from catchment partnerships could be considered as potential solutions.

Regular contact with your Environment Agency catchment co-ordinator is therefore the foundation for finding out about issues where you could provide solutions and for receiving introductions to potential funding partners.

3.2.2 Use the convening power of water companies

Water companies have long-established and extensive networks with the public bodies that could affect catchment management. They are strong, stable organisations that can make introductions to these groups and help support your case for collaboration.

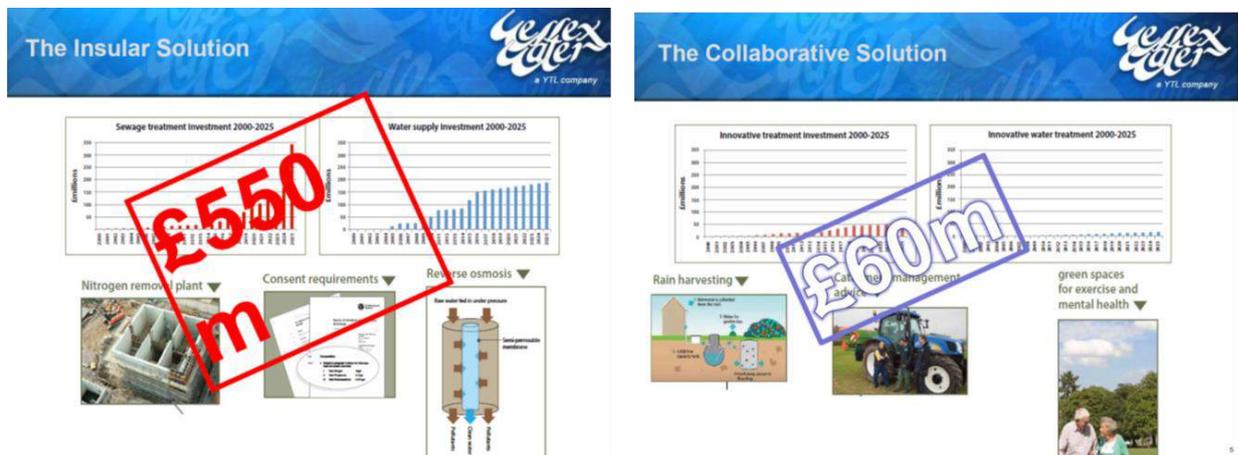
In the Bristol Avon, the sponsorship of the local water company, Wessex Water, has been a crucial factor in enabling the partnership to connect widely and at many levels.

Case study - Wessex Water's Strategic Water Group

Under the sponsorship of its Chief Executive, Wessex Water developed a high level group to discuss strategic water and development issues across the Bristol Avon catchment. The Strategic Water Group includes senior representatives from the seven local authorities that overlap the catchment; the LNP; the LEP; Bristol Water; two land owning representatives; four local wildlife and rivers trusts, the chair of the Bristol Avon catchment partnership; the Environment Agency and Natural England.

The involvement of Wessex Water was driven by a clear commitment to catchment based solutions as a way of minimising costs to its customers. This is illustrated in Figure 3.1, two slides developed by Wessex Water to outline why it was committed to supporting catchment work, an argument that could apply to every water company.

Figure 3.1: Catchment collaboration reduces water company costs



Gaining support from a water company depends on the company accepting the case that catchment solutions are part of a strategy to provide a better customer service. This case could be made directly to the company or by influencing the water company's Customer Challenge Group (CCG).

The role of the CCG is to help assure the economic regulator, Ofwat, that water companies' business plans are supported by customers. This can involve them challenging the water company to demonstrate that the most cost effective solutions are

used and that plans deliver outcomes that reflect their customers' priorities. Details of CCGs can be found on the Ofwat website¹.

3.2.3 Use the convening power of local authorities and Local Nature Partnerships (LNPs)

The impact and importance of the spatial planning role of local authorities is greatest in urban areas. There are many groups and events associated with local plan-making processes that provide opportunities to understand the key issues and potentially make new connections to discuss urban catchment project opportunities.

In bigger metropolitan areas there may also be more formal alliances or statutory combining of local authorities to co-ordinate larger scale initiatives such as green infrastructure strategies and drainage area plans.

Seeking links to these local authority groups through your own catchment network is one option. However, LNPs are likely to have formal representation on these groups and to include key local authority contacts as members of the LNP, so you should consider how to link with them. You could even offer your partnership group as a forum to discuss water issues in the LNP area.

3.2.4 Maintain and grow relationships with many organisations

Once contacts are made, there is an ongoing challenge to build and maintain a working relationship or to build connections at several levels so that you strengthen the visibility of your organisation. Some of the practical approaches used in the Bristol Avon Catchment to continue to develop good relationships that are applicable to any situation include:

- **Hot desking in partner organisations.** The partnership co-ordinator sought to understand each organisation from the inside, by getting to know not just the person that sits on steering group but also the team behind them, what they are working on, what are their views and current aspirations. The co-ordinator physically works 1 day per month in each of the partners' offices (the Environment Agency, and the Local Authorities (BANES, Bristol City Council, South Gloucestershire and North Somerset) to develop the relationships. There is no set agenda but she takes time to catch up on what people are doing and finds there is always plenty to talk about. The co-ordinator set up these arrangements by asking all partner organisations, through members of the steering group, whether they operated hot desking and would be willing to host her in their offices. The response was positive as they also saw it as a way of getting to know what others were doing in the area.
- **Contacts at many levels.** Many organisations showed commitment at Director level initially (as part of the Strategic Water Group) but this was supported by a solid base of contacts down to delivery team level in these organisations, so that the right person could be contacted at the right moment. A natural flood management project is being trialled with the hope that by getting more buy-in from the technical people it may be possible to interest a more strategic person at some point. The co-ordinator is also using contacts from the partnership's delivery group (an ecologist, and a principal drainage engineer) to find that strategic contact.

¹ <http://www.ofwat.gov.uk/regulated-companies/price-review/2019-price-review/customer-challenge-groups/>

- **Effective communication and respect for others' time.** The co-ordinator takes time to use the right communication approaches depending on the type of information sought, for example, face-to-face meetings are used to help uncover feelings about proposals, phone calls for small pieces of information, and emails to gather data. The partnership takes care to be professional to get the most from time spent at meetings. This means making sure everyone has all supporting documents available in good time and is clear on what you want from the meeting.
- **Financial support to all organisations that can help in the catchment.** The partnership uses its Defra catchment partnership funds, along with funds from other organisations that sit on the partnership steering group, as a small grants programme known as the Bristol Avon Catchment Fund. Bids to this programme are open to any organisation, subject to fairly straightforward criteria. This openness to sharing resources is a clear case of practising what you preach. The case study box below explores how the partnership is able to do this.

Case study – Bristol Avon Catchment fund²

Five members of the Bristol Avon Catchment Partnership Board (four local authorities and Bristol Water) each contribute £3k annually to fund catchment projects that meet priorities set out in the Partnership's Action Plan. Wessex Water's contribution is from the funding it provides to support the running of the partnership- these funds can be released to fund projects as well, if funding support is provided by government for the running of the partnership.

A range of projects are funded, primarily with local charitable bodies such as the Bristol Avon Rivers Trust and local wildlife trusts.

Currently, Wiltshire's local authority does not contribute to the fund. However, this has not precluded the partnership from funding projects in the Wiltshire area of the catchment. It is hoped that this approach will help make the case with Wiltshire to contribute in the future.

3.3 Build your credibility

Patronage from individuals who are respected community leaders or with extensive business connections will add weight and credibility that you are a long-term, reliable recipient of funds. It will also create strategic level network opportunities. Good governance will give reassurance that you are a trustworthy and well managed organisation. A track record of delivery will add to your credentials as a reliable recipient of funds.

3.3.1 Connect to influential local figures and networks

The principle of seeking a patron with a positive local reputation and good connections is a universally good idea for organisations that engage in fundraising.

² <https://www.wessexwater.co.uk/bristolavoncatchment/catchmentfund/>

Potential candidates include politicians, leaders of local organisations and well-known public figures who live in the locality. Once you have one high level player on board, they will be able use their connections to bring in others.

Personal contacts always work best so use existing contacts, or institutions such as the Chamber of Commerce, and the Rotary to help you. The Environment Agency can also be useful gateway in making introductions. Another approach is to attend the events where business leaders can be found, such as LEP events, Chambers of Commerce and make connections, particularly with those businesses that have community outreach schemes.

3.3.2 Demonstrate good governance

Arrangements to share resources or receive funding are essentially commercial relationships. The organisations that provide funding will want to know that governance arrangements are trustworthy and reliable.

Catchment organisations are generally not-for-profit organisations aiming to do public good. There are a variety of informal or formal governance mechanisms that can be adopted which assure good governance and potentially open the doors to additional sources of funding.

Typically, the more formal the governance model, the wider the range of potential funders that can be attracted. Setting up a community interest company (a CIC), a common structure for social enterprises, need not be very onerous. Standard packages can be bought for less than £200 and could reap many rewards via increased credibility with funders.

For more advice on potential on potential governance structure and the pros and cons associated with them, we recommend using information on the web pages of the Resource Centre³.

If you adopt a charity business model then this does increase costs and administrative complexity, but it opens up access to funds ring-fenced for charities and offers a further route to demonstrate your credibility, for instance by registering with the Fundraising Regulator.

The Fundraising Regulator was formed in 2016 to help restore public trust in fundraising activities. Those who register with the Fundraising Regulator are eligible to use a badge on marketing materials, stating that they are registered with the new regulator.

3.3.3 Demonstrate you can manage money effectively

Funders are more likely to share funds with organisations that they are confident will spend funds well. Such confidence can be enhanced by demonstrating a track record of delivery. All catchment partnerships have implemented Catchment Partnership Action Fund projects and can report the efficiency of delivery and demonstrate the impact of work undertaken to support this (see also 'think like a small business' in Section 5.3).

³ <http://www.resourcecentre.org.uk/information/legal-structures-for-not-for-profit-organisations>

3.4 Learn lessons from good practice guides on collaboration

There are many sources of information that give tips to follow when aiming to win funds or share resources collaboratively. These are good sources for ideas on projects that have worked elsewhere, at both small and large scale. Good examples include:

- Lessons and examples from WaterLife’s Managing Water in Urban Environments report.⁴
- The Local Action Project⁵, now called Ecosystem Benefits in Urban Water Environments, which contains a range of case studies, particularly focused on key pressures in urban environments that could be relieved by catchment projects.
- The Collaboration Guidebook, a publication by Forum for the Future and the British Retail Consortium, which outlines key elements to consider in building collaborative approaches with the retail sector, Figure 3.2 summarises the main steps covered in the report.

Figure 3.2: The process of collaboration⁶

1. Confirm the need	• Define a burning issue in a system ripe for change
2. Convene partners	• Bring together initial partners around a shared goal
3. Scope and diagnose	• Explore the system to develop a shared understanding of it and the issues
4. Explore emerging issues	• Create scenarios or explore future trends shaping the system or sector
5. Align around a vision	• Define a vision or principles that partners can align and commit to
6. Create strategies	• Innovate and prioritise strategies for change
7. Take collective action	• Implement workstreams towards defined objectives
8. Maintain momentum	• Review and adapt through lessons learned

Business in the Community (BiTC) is a business network whose members work together to tackle issues that are essential to building a fairer society and a more sustainable future. BiTC advisors have considerable experience of bringing together businesses and community organisations to support their local areas. We have summarised key tips for securing funds from business based on an interview with one of their advisors, Katherine Spooner, in 2017, Figure 3.3.

⁴ <http://waterlife.org.uk/wp-content/uploads/2016/06/Managing-water-in-the-urban-environment.pdf>

⁵ <http://urbanwater-eco.services/>

⁶ <https://www.forumforthefuture.org/sites/default/files/files/Collaboration%20Guidebook.pdf>

Figure 3.3: Business in the Community advice on how to secure project funds in collaboration with businesses



4 Think broadly about sources of funding

The Department for Environment and Rural Affairs (Defra) and its network are not the only source of funding for catchment projects. Urban areas concentrate public service delivery, infrastructure management and economic activity. There are many overlapping objectives and dependencies that urban catchment projects are ideally suited to help deliver.

The next stage of your funding journey is to ensure you are aware of the opportunities to obtain funding and to identify the links you can make. In this section we discuss how to:

- Find out who, in your area, controls portions of the £13 billion spent each year in England on catchment-related activities. Review your local opportunities to access nine major sources of spending that could be linked to urban catchment projects:
 - Water companies;
 - Local businesses;
 - Local growth programmes;
 - Local authorities;
 - Flood risk authorities;
 - Public health and social care organisations;
 - Road and rail network organisations;
 - Research grants;
 - Grant-giving charities.
- Understand funders' needs so you can link your projects to these sources of funds.
- Use web resources and partners to access knowledge and alerts about grant funding opportunities.
- Use social media tools and campaigns to raise funds.

We illustrate some key points with the following case studies:

- Bristol Avon Rivers Trust and the Greggs Foundation.
- Bristol AQUA Horizon 2020 Project.

4.1 Find the funds that could link to your projects

It is unlikely you will meet all your catchment project funding needs from one place. Think creatively about bringing together funding. The research behind this report shows there are real advantages to selling multi-customer projects.

“Many different catchment interventions will reduce the quantity and speed of run-off, reduce erosion and soil loss and also reduce nutrient loss. The art is to try to get funding from those seeking one, two or all three of these

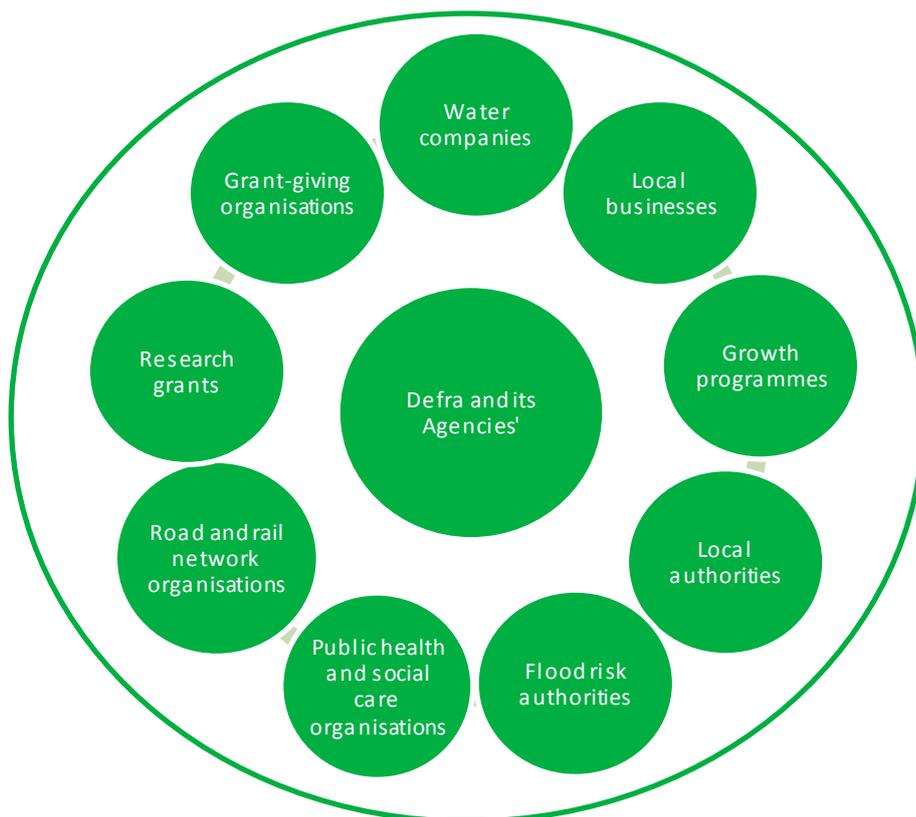
benefits. This often means describing the project in three different ways or selling it to one beneficiary at a discount as it already has matched funding.” *Richard Cresswell, Chair of the Bristol Avon Catchment Partnership.*

“It’s very engaging for businesses, if you can bring something to the table. Clearly communicate the resources you can bring (financial or in-kind), the added value you will bring to the project and the impact that you will have by working together.” *Katherine Spooner, BiTC.*

There is a lot of money being spent to manage catchments and respond to water-related issues caused by development within them. A report on catchment spending⁷ found that over £13 billion is spent each year in England on activities that directly or indirectly link to the management or use of catchments, supporting outcomes related to flood risk, provision of water for abstraction, the environmental quality of water and public health.

This spending, with public sources giving rise to up to 50 separate sources per catchment, is summarised at a high-level in Figure 4.1.

Figure 4.1: Sources of urban catchment-related expenditure in England



Defra and its Agencies are at the centre of this diagram and it is assumed that catchment organisations are well connected to these sources of funding opportunity.

⁷ <http://indepn.uk.com/wp-content/uploads/2017/07/water-works-what-else-can-the-water-industry-model-deliver-22-june2016.pdf>

The following sections give some tips on narrowing down your search for funds in the other areas, by outlining:

1. Budgets and spending relevant to urban areas.
2. Opportunities for catchment partnerships to offer their services.
3. How to find out more from key information sources, key issues and vitally key people.

Understanding the most relevant departments, programmes and initiatives in each group of potential funders, along with potential support that you could offer that link to these spend areas, should help build relationships that might lead to funds in the future, or they may link directly to projects that meet the needs of the catchment.

4.2 Understand water companies' needs

Every year, water companies in England spend over £7 billion on investments to maintain and improve water services through investment and operational management programmes. Their spending is tightly connected to specific outputs and performance commitments but the overall direction of Government policy does encourage them to make use of catchment based approaches.

Table 4.1: Water company spending that could link to catchment projects

Budgets and spending relevant to urban areas	Opportunities for catchment partnerships to offer their services
<p>Community support programmes Several companies create specific funds to support community projects.</p>	<p>Delivery of any local improvement initiative that will benefit the local community.</p>
<p>Sewer flooding Water companies spend around £1 billion each year managing the sewerage network and run many projects to investigate and reduce risk of sewer flooding.</p> <p>Combined sewer overflows (CSOs) or failures of assets on sewerage network can lead to pollution events that, if not responded to quickly, cause bigger problems, and bigger fines, for water companies.</p>	<p>Delivery of mini-wetland projects or ongoing management of sustainable urban drainage.</p> <p>Incident monitoring and reporting, and support to emergency response to protect environment.</p> <p>Background monitoring of baseline or recovering biological populations in areas prone to pollution.</p>
<p>Water industry national environment plan Every five years, the Environment Agency and other quality regulators set out a programme of statutory improvements for water companies to deliver. Water companies design a programme of investment to meet these goals, they are encouraged to use catchment based solutions.</p>	<p>Source investigation through walkovers, sharing of additional environmental monitoring information.</p> <p>Brokering contacts with misconnected households or businesses on trading estates.</p> <p>Delivery of projects that enhance biological response of chemical quality improvements, for instance habitat management or fish passage improvements.</p>
<p>Customer engagement Water companies must demonstrate that their plans are focused on customer priorities.</p>	<p>Engagement with environmental stakeholders and local stakeholders to help reflect their needs.</p>

They may wish to influence their customers to shift towards positive behaviours regarding water use and what is disposed of into sewers.

Acting as a trusted deliver of messages aimed at promoting positive environmental behaviours.
 Providing novel assessments and presentations of environmental impacts and benefits of improvement schemes.

4.2.2 Finding out more about the needs of water companies

Virtually all water companies now have a catchment management team, or if not, they will have an environment and sustainable development team, either will provide a useful first point of contact.

A key driver for water companies to support catchment solutions is the potential cost-savings they bring in solving problems of water resilience, sewer flooding, pollution and public health. There are more and more case-studies demonstrating that catchment solutions work.

Good effect can be achieved by tying in with the 5-year Water Company planning review cycle, with development of PR19 currently (2017) underway which determines investment for a five year period.

Table 4.2: “From a water company perspective the ‘big’ money is only available on a five yearly basis and has a quite specific ...focus... that will change between the five year AMP rounds... one AMP may focus on bathing water quality and the next might be on phosphorus removal, driving different types of projects and, potentially, partners.” *Ruth Barden Wessex Water.* Water.Water Company: key information sources, issues and people

Key information sources	Key issues	Key people
<ul style="list-style-type: none"> Water company 25-year strategic direction statement Water company performance commitments and Outcome Delivery Incentives (ODIs) Annual reports and accounts Defra strategic policy statement to Ofwat Ofwat price review methodologies 	<ul style="list-style-type: none"> Preparing their business plan for PR19 and their next WRMP Demonstrating customer buy-in Affordability and value for money – reducing costs Long-term resilience of water resources New ways of generating income and out-performance Demonstrating innovative thinking 	<ul style="list-style-type: none"> Water company strategy and price review teams Customer challenge groups Non-executive directors Environment, Sustainability and Catchment Managers Regulators: Particularly the Environment Agency, and OFWAT

4.3 Understand local businesses’ needs

Local businesses might not immediately link their success to the water environment. Those that are most likely to do so will likely be located near to water features or have business models that can be linked to the water environment. However, any business can attract kudos from being seen to do good in the environment, the drive to be

involved might rely on the personality and beliefs of just one individual or a corporate goal, so it is worth looking widely.

Case study – Bristol Avon Rivers Trust and the Greggs Foundation

Bristol Avon Rivers Trust was one of six Rivers Trusts in England that successfully applied to a ‘Community Challenge Fund’ to run education and community-based environmental projects, with the participation of young people and the disadvantaged. They have run various projects including a local water quality sampling programme (WaterBlitz) and taking eels into the classroom. The fund was established between the Greggs Foundation, the charitable foundation of Greggs the bakers, and the wider umbrella bodies representing Rivers Trusts in England, Wales and Scotland.

Table 4.3: Local business spending that could link to catchment projects

Budgets and spending relevant to urban areas	Opportunities for catchment partnerships to offer their services
<p>Community support programmes/funds Several companies create specific funds to support community projects. Local branches of national businesses may have freedom to decide where to spend this money.</p>	<p>Delivery of any local improvement initiative that will benefit the local communities connected to the local business.</p>
<p>Employee engagement programmes Larger employers may look at ways of increasing staff satisfaction to reduce turnover and increase productivity.</p>	<p>Promoting time-banking or volunteering opportunities to enable local employees to engage with nature has been shown to improve employee satisfaction.</p>
<p>Business improvement districts (BIDs). Groups of businesses can agglomerate and pay a small local levy to fund improvements in the general areas of a business district in order to attract more potential customers.</p>	<p>Delivering improvements to the water environment could enhance the quality of the BID.</p>
<p>Major build, extension or refurbishment of assets Where building works are occurring, particularly close to water courses, then there may be negative impact or perceptions that the company wishes to avoid. Sometimes planning conditions may be applied that require a financial contribution (for example, a s106 agreement) or other mitigation action that the developer must fund.</p>	<p>Catchment related projects could be connected to the scheme to reduce impacts directly or to put something back in return for local perceptions of loss of amenity.</p>

4.3.2 Finding out more about the needs of local businesses

Knowing which businesses are in the locality is the first step. Many businesses are linked to a chamber of commerce, your local chamber can be found via the British Chambers of Commerce website⁸. Once businesses are identified then their websites can be reviewed to look for potential links that you can make. Local Economic Partnerships (LEPs) run various events that either directly link to environmental themes

⁸ <http://www.britishchambers.org.uk/find-your-chamber/>

or which give opportunities for networking. Attending events like this, or using your networks, are key to making an initial contact as cold-calling is less likely to succeed.

Table 4.4: Local businesses: key information sources, issues and people

Key information sources	Key issues	Key people
<ul style="list-style-type: none"> • Corporate and other business plans • Corporate and Social Responsibility (CSR) policies • Community support funds • LEP events • Local news papers 	<ul style="list-style-type: none"> • Enhanced profile with local communities through community engagement campaigns • Increase employee engagement, retention and satisfaction • Help deliver CSR goals • Restitution of damage caused by pollution events 	<ul style="list-style-type: none"> • Directors • Sustainability managers • HR managers • Chambers of Commerce • LEP members

4.4 Understand local growth programme needs

Central government provides billions of pounds to economic development teams in local authorities, most often connected to Growth Deals and City Deals that support investment in infrastructure, skills and jobs.

Further funds to support growth from an integrated package of European funds (European Structural and Investment Funds – ESIF) are allocated to LEPs. An example of a successfully funded ESIF project is the ‘Water-for-growth’ programme in Cornwall⁹. However, it is likely that the window for bids for funding from this source will close in March 2018.

Many of the projects supported in growth programmes are very large so it is unlikely a catchment project would make a bid. However, there are opportunities to connect to other projects and to make a case to support the general administration of programmes by increasing wider understanding of the role of the natural water environment.

Table 4.5: Growth programme spending that could link to catchment projects

Budgets and spending relevant to urban areas	Opportunities for catchment partnerships to offer their services
<p>Growth deals and city deals multi-million pound programmes aimed at supporting major infrastructure upgrades, often in transport networks but also for flood risk management.</p>	<p>Helping to map ecosystem services to show how growth can avoid high impact areas or accept the need to deliver additional natural solutions.</p> <p>Aligning with major projects to deliver sustainability and environmental protection/improvement projects.</p>
<p>ESIF The operational programme is split across 8 separate priority funding axes, with an additional cross-cutting requirement for all</p>	<p>As above.</p>

⁹ <http://www.cornwallislesofscillygrowthprogramme.org.uk/growth-story/water-for-growth/>

Budgets and spending relevant to urban areas	Opportunities for catchment partnerships to offer their services
funding to promote sustainable growth. The most relevant priority axes are 4 – low carbon (£632 million across 2014-2020), 5 – climate change adaptation (£55 million) and 6 (£85 million) – protecting the environment. Match funding is required and minimum spend for projects is usually £1 million, inclusive of the match,	Developing specific catchment projects to support achievement of objectives in priority axes 4, 5 and 6.

4.4.2 Finding out more about the needs of local growth programmes

Most information on growth funds and projects will be available on local authority and combined authority websites, a central overview is available on the government website¹⁰. Details of the objectives and goals of the EUSIF nationally are held on a central government website¹¹, plus each LEP will have web pages outlining its allocations, projects and local priorities. LEP details can be navigated to from the central LEP network web site which also has a dedicated section for the natural environment and water related initiatives¹².

Table 4.6: Growth programmes: key information sources, issues and people

Key information sources	Key issues	Key people
<ul style="list-style-type: none"> • City/growth deal documents • LEP Economic Strategies • LEP EUSIF calls for bids¹³ 	<ul style="list-style-type: none"> • Jobs • Skills and education • Growth • Transport and other core infrastructure • Social inclusion 	<ul style="list-style-type: none"> • LEP teams • City/ growth deal teams and investment boards • LEP ESIF sub-committees

4.5 Understand local authorities' needs

Local authority budgets are published each year by the Department of Communities and Local Government (DCLG)¹⁴ where it is possible to identify individual service budgets for each local authority in England.

There are several budget areas where the relevant department could be persuaded that catchment projects were beneficial to the delivery of a value for money service. Expenditure related to flood risk management and public health are considered in future sections.

In all cases, knowing the information and knowing the contacts in a factual sense is only the start of the process. Making yourself known through networks and events where

¹⁰ <https://www.gov.uk/government/collections/local-growth-deals>

¹¹ <https://www.gov.uk/government/groups/growth-programme-board>

¹² <https://www.lepnetwork.net/natural-environment/>

¹³ <https://www.gov.uk/european-structural-investment-funds>

¹⁴ <https://www.gov.uk/government/statistics/local-authority-revenue-expenditure-and-financing-england-2017-to-2018-budget-in-dividual-local-authority-data>

these key contacts will be present, or using the convening power of networks mentioned in section 3.2 will help to prevent you being treated as a cold-caller.

Table 4.7: Local authority spending that could link to catchment projects

Budgets and spending relevant to urban areas	Opportunities for catchment partnerships to offer their services
<p>Highways and transport Some aspects of this service provision relate to drainage management, affecting surface water flooding and water quality.</p>	<p>Delivery of upstream catchment projects that reduce sediment loads entering highway drains, thereby reducing maintenance costs and flood risk.</p>
<p>Parks and Green Space These budgets are under extreme pressure of reduction despite multiple studies to show the high ratio of benefits to running cost that parks provide¹⁵. Local authorities are therefore very keen to work in partnership around parks to protect their value to society by sharing resources.</p>	<p>Delivery of projects that enhance the amenity and public benefit of parks where they are connected to water.</p> <p>Delivery of pocket park projects that enhance sustainable drainage.</p> <p>Using volunteers from catchment networks to support maintenance of water related park features and sustainable drainage structures. There is a strong linkages to the multi-benefit opportunities in the National Trust's work exploring the future of parks.¹⁶</p>
<p>Developer contributions (see planning help from CPRE¹⁷). As part of the planning process a developers pay a charge to provide additional infrastructure requirements driven by the development. At a very local scale this has been done via a mechanism known as a s106 agreement¹⁸. For infrastructure needs on a wider scale, local authorities may establish a Community Infrastructure Levy (CIL) scheme that specifies the purposes for which the CIL can be used and the rates of charging. In 2017/18, authorities budget to collect over £137 million from CILs. CILs can be used to fund strategic water infrastructure, particularly related to flooding but also to fund provision of offsets to maintain Bird and Habitats Directive sites¹⁹.</p>	<p>Provision of projects that link to the purposes for which the CIL has been collected, for instance flood risk reduction, nutrient pollution reduction and provision of alternative habitat.</p> <p>The BathWater Space project outlined in section 6.3 was able to draw upon s106 funds from riverside locations to fund the creation of a new riverside water park.</p>
<p>Green infrastructure strategies Planning decisions are often informed by supplementary planning documents that give commitments to green – which often incorporates blue - infrastructure. Green infrastructure plans²⁰ to deliver these strategies identify priorities for action and support.</p>	<p>Delivering projects that support the Green Infrastructure plan and can be involved in developing the plan – engaging constructively as the plan is being developed can be very influential.</p>

¹⁵ <http://www.futureparks.org/sites/default/files/Urban%20green%20space%20literature%20review.pdf>

¹⁶ <http://www.futureparks.org> and <http://www.nesta.org.uk/blog/11-projects-are-rethinking-parks>

¹⁷ <https://planninghelp.cpre.org.uk/planning-explained/local-planning/community-infrastructure-levy>

¹⁸ For information on how Bristol City Council spends s106 money see <https://www.bristol.gov.uk/planning-and-building-regulations/section-106-money>

¹⁹ <https://www.dorsetforyou.gov.uk/media/221531/Nitrogen-Reduction-in-Poole-Harbour-SPD-Adopted/pdf/Nitrogen-Reduction-in-Poole-Harbour-SPD-adopted.pdf>

²⁰ <http://www.manchester.gov.uk/downloads/download/6314/manchester-green-and-blue-strategy> and <https://www.birmingham.gov.uk/greenlivingspaces>

4.5.2 Finding out more about the needs of local authorities

Since developer contributions offer one of the most direct routes to access funds around development near water courses it is worthwhile trying to keep track of proposed developments, ideally through links with local planning teams. There are many constraints on how the contributions are used so it is also worth reviewing the policies and guidance on developer contributions that local planning authorities publish. The reference in the footnote links to Bristol City Council’s approach²¹.

Table 4.8: Local authority: key information sources, issues and people

Key information sources	Key issues	Key people
<ul style="list-style-type: none"> National Planning Policy Framework – sets out direction and targets and guidance including on biodiversity and ecological considerations Local Development Plan Frameworks Place-making plans Green infrastructure strategies Corporate plans and annual reports Regulation 123 statement outlining CIL policies 	<ul style="list-style-type: none"> Economic development, underpinned by ‘Place’ Funding for essential services (social services and public health) Jobs New businesses Affordable housing Sustainable transport Safe and secure communities Avoidance of costs or use of more flexible solutions 	<ul style="list-style-type: none"> Elected MPs/ Councillors Planning Departments – particularly, S106 officers Highways Departments Greenspace Departments Parish Councils (for local proportion of CIL funds)

4.6 Understand flood risk authorities’ needs

In urban settings the Environment Agency and the lead local authority – the top tier council in the area – are the primary flood risk authorities. Much of their focus on flood risk is on major schemes to protect people and property. However, these major construction projects can be linked to other improvements to morphology and natural flood retention that give rise to wider environmental benefits as well as contributing to a non-zero reduction in flood risk. New examples to make this case are constantly emerging. Many examples can be found on Ciria’s Susdrain website²² and the Environment Agency’s natural flood risk management research web pages²³.

The Environment Agency has also published a guide on how to approach co-funding opportunities around flood risk schemes with particular reference to working with water companies.²⁴

²¹ <https://www.bristol.gov.uk/planning-and-building-regulations/community-infrastructure-levy>

²² <http://www.susdrain.org/case-studies/>

²³ [SC120015 - Catchment process modelling](#)

²⁴ [SC150010 - Co-funding schemes - How best to align the funding processes with the various bodies involved in resolving flooding](#)

Table 4.9: Flood risk authority spending that could link to catchment projects

Budgets and spending relevant to urban areas	Opportunities for catchment partnerships to offer their services
<p>Environment Agency and local authority flood risk capital investment and maintenance programme There is a £2.5 billion programme of capital projects across England in the six- year period from 2015 - 2021. The Environment Agency also spends several hundred million of ongoing budget each year for maintenance activities and supports Defra in flood risk research.</p>	<p>Delivery of catchment projects that help deliver wider outcome measures, e.g. for habitats creation and Water Framework Directive compliance that are connected to capital projects.</p> <p>Helping connect to local communities around issues associated with flooding and new capital projects.</p> <p>Monitoring status of environment before, during and after major project works.</p> <p>Delivery of natural flood risk management projects.</p>
<p>Local authority flood risk maintenance budgets Local authority budgets cover maintenance of certain coastal flood risk structures and assets on ordinary water courses.</p>	<p>Delivery of upstream catchment projects that reduce sediment loads entering local drains and ordinary watercourses, thereby reducing maintenance costs and flood risk.</p>
<p>RFCC Local levies Local authority members of the committee provide additional funds to the RFCC programme via a local levy. These can be used to contribute to projects that fall below the partnership funding threshold or to fund more innovative approaches to flood risk management.</p>	<p>Delivery of natural flood risk management projects.</p> <p>Delivery of additional environmental outcomes on major investment programmes.</p>

4.6.2 Finding out more about the needs of flood risk authorities

Unless you have direct connections elsewhere, the starting point for exploring flood risk options should be via the Environment Agency’s local flood teams.

Table 4.10: Flood risk authority: key information sources, issues and people

Key information sources	Key issues	Key people
<ul style="list-style-type: none"> Flood risk capital investment programme²⁵ Regional Flood and Coastal Committee RFCC meeting papers, particularly those related to annual budgets in November. Local flood risk management assessments Food Risk Management Plans 	<ul style="list-style-type: none"> Delivery of wider outcome measures, e.g. for habitats creation and Water Framework Directive compliance Surface water flooding Space for development Costs for providing maintenance of flood assets Securing partnership funding 	<ul style="list-style-type: none"> Local Environment Agency flood teams RFCC members Local authority lead local authority officers

4.7 Understand public health and social care organisations’ needs

There is increasing evidence to show the health benefits from connecting to nature. Birmingham City Council has estimated¹⁷ that its parks provide £2.2 billion worth of

²⁵ <https://www.gov.uk/government/publications/programme-of-flood-and-coastal-erosion-risk-management-schemes>

healthcare benefits. Local Nature Partnerships recognise this link²⁶ and many of them now have sub committees looking at this link, bringing together healthcare and social care professionals to look at strategies for using nature based solutions as a form of social prescribing.

Table 4.11: Public health and social care spending that could link to catchment projects

Budgets and spending relevant to urban areas	Opportunities for catchment partnerships to offer their services
Local authority public health and social care budgets Particularly those relating to tackling obesity and mental health	Catchment projects can give opportunities to provide patients contact with nature, and provide better quality sites where interaction with nature is more fulfilling.
Clinical Commissioning Group budgets In 2017 there were 207 CCGs in England ²⁷ . They are responsible for commissioning healthcare including mental health services, urgent and emergency care, elective hospital services, and community care. Across England they were responsible for allocating around £74 billion in 2017/18, around two-thirds of the NHS budget.	Catchment projects could save money by creating more sites where alternative therapies such as green prescriptions could be used to reduce the cost of medication and reduce the need to increase referrals to more expensive forms of care.

4.7.2 Finding out more about the needs of public health and social care organisations

The field of green prescribing and nature-based health solutions is rapidly developing. Consequently there may already be a wide range of contacts and networks in place. Local Nature Partnerships are recommended as a first point of contact to explore what is happening in this area already.

Table 4.12: Public health and social care: key information sources, issues and people

Key information sources	Key issues	Key people
Sustainability and transformation partnerships ²⁸	Reducing referral and prescribing costs for services that treat major clinical issues such as <ul style="list-style-type: none"> • Mental health • Obesity • Cardio-vascular disease • Diabetes • Reducing the cost of social services 	<ul style="list-style-type: none"> • LNP health and well-being committees • Local authority public health and social care teams • Clinical commissioning groups

²⁶ <http://www.sduhealth.org.uk/documents/Delivery/Engage/SHSRN%20Nov%202016%20-%20LNPs%20Briefing%20Sheet.pdf>

²⁷ <https://www.nhs.uk/ccgs/>

²⁸ <http://www.bathandnorsomersetccg.nhs.uk/get-involved/project/sustainability-and-transformation-plan>

4.8 Understand road and rail network organisation needs

Highways England controls major road assets which have the potential to cause pollution and flooding issues. Network Rail is one of the biggest land owners in the UK and carries out major works alongside and over water courses where there could be potential to carry out improvements to rivers that meets their environmental strategy needs. The environment fund associated with High Speed 2 rail development is outlined in section 4.9.

Other infrastructure providers such as National Grid²⁹ also provide funds for projects in areas affected by their activities.

Table 4.13: Road and rail spending that could link to catchment projects

Budgets and spending relevant to urban areas	Opportunities for catchment partnerships to offer their services
<p>Highways England Environment Designated Fund³⁰ The Government is investing a total of £11.35 billion in the enhancement and long-term maintenance of the network in the first Road Period (2015/16 – 2019/20), including 112 individual schemes. This not only presents an environmental challenge, but provides a huge opportunity to deliver these schemes in greater harmony with the environment than in the past. To help meet the environment challenges this programme presents, the Government has ring-fenced £225 million in an Environment Fund and £75 million in an Air Quality Fund for Road Period 1</p>	<p>Habitat and morphology improvement projects, plus sustainable drainage solutions or woodland planting schemes to mitigate air quality and run-off issues could all be connected to the programme.</p> <p>In addition, catchment projects that help mitigate local impacts of construction could help build positive community relationships.</p>
<p>Department for Transport highways maintenance fund incentive element³¹ The DfT provides supplementary highways budgets to local authorities. The extra amount is based on an assessment of the authority's efficiency and maturity as an asset management organisation. The higher an authority scores in this assessment then the more money is available.</p>	<p>Using sustainable drainage techniques to manage highways drainage is an opportunity to score more highly in the DfT assessment, catchment partnerships could promote such projects.</p>
<p>Railway upgrade plan As with Highways England and roads, Network Rail is managing a major programme of rail infrastructure upgrades. These projects may have scope to include improvements to features of urban rivers.</p>	<p>As with Highways England.</p>

²⁹ <http://betl.nationalgrid.com/>

³⁰ <https://www.gov.uk/guidance/highways-england-designated-funds>

³¹ <https://www.gov.uk/government/publications/highways-maintenance-funding-incentive-element>

4.8.2 Finding out more about the needs of road and rail network organisations

The local highways teams in local authorities could be accessed via your flood risk contacts. Network Rail and Highways England will have local route management teams that may have contact with the Environment Agency.

Table 4.14: Road and rail: Key information sources, issues and people

Key information sources	Key issues	Key people
<ul style="list-style-type: none"> Highways England Environmental Strategy³² Guidance on the management of Highways Drainage Assets³³ Network Rail environment policy³⁴ 	<ul style="list-style-type: none"> Sustainable development WFD impacts from structures and run-off Efficient highways maintenance Climate resilience 	<ul style="list-style-type: none"> Local authority highways development teams Sustainable development and Environment teams in Network Rail and Highways England

4.9 Understand grant-giving organisations' needs

4.9.1 Relevant research funds

There are several key research funding streams relevant for catchment projects:

- National Research funds – NERC³⁵, has at least 15 possible programmes of interest,
- EU Research funds – Horizon 2020³⁶ (nature based solutions and re-naturing cities are of particular interest) EU LIFE³⁷ and Interreg³⁸ which remain open for applications until 2018.

Most of these funds will best be accessed in partnership with a university or partner. Catchment organisations can provide capabilities that universities would value in building their bids to these funds, for example first-hand access to practical case-studies and a 'user' view on research questions of most relevance.

4.9.2 Relevant charitable grant organisations

As organisations aiming to deliver public benefit, catchment groups and their projects will often be eligible for funds from grant giving charities. There are numerous grant-giving charities, with the most relevant national examples given below.

- National Lottery good causes³⁹ – the funding finder allows rapid targeting to appropriate funds with the associated guidance for making an application.

³² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/605063/Environment_Strategy__21____.pdf

³³ <http://www.highwayefficiency.org.uk/efficiency-resources/asset-management/guidance-on-the-management-of-highways.html>

³⁴ <https://www.networkrail.co.uk/communities/environment/>

³⁵ <http://www.nerc.ac.uk/research/funded/programmes/>

³⁶ <https://ec.europa.eu/programmes/horizon2020/en/climate-action-environment-resource-efficiency-and-raw-materials-work-programme-2018-2020>, not available for RDS after March 2018

³⁷ <http://jncc.defra.gov.uk/page-7121> - (see statement in italics on their front page in particular)

³⁸ <https://www.gov.uk/guidance/european-territorial-cooperation-programmes>

³⁹ <https://www.lotterygoodcauses.org.uk/funding-finder>

- People’s Postcode Lottery – two funds have the potential to offer funding:
 - Postcode Local Trust⁴⁰. Provides financial support for charities and good causes which help communities enhance their natural environment in a way that benefits the wider community.
 - Postcode Dream Trust⁴¹. The Dream Fund gives organisations the chance to deliver the project they have always dreamed of, but never had the opportunity to bring to life. Dream Fund 2017 was offering a total award fund of over £2.5 million for charitable organisations to deliver their ‘dream’ project in Great Britain in 2017-2019.
- Landfill communities fund⁴²– ENTRUST summarises the many environmental bodies that act as grant awarding bodies to disperse landfill tax contributions for community projects.
- Plastic Bag Levy distributors e.g. Tesco’s Bags of Help administered by groundwork⁴³.
- HS2 Community and Environment Fund (CEF)⁴⁴ – the CEF fund has been created to add benefit over and above committed mitigation and statutory compensation to communities along the route that are demonstrably disrupted by the construction of Phase One of HS2 from London to West Midlands. There are two types of CEF funding:
 - CEF Local, which will focus on quality of life and environment in individual communities.
 - CEF Strategic, which will focus on large projects across several communities and address strategic rather than purely local concerns. Wherever possible, the CEF fund aims to leave a sustainable legacy.

Many other local and business-led funds and foundations will exist, Section 4.11 outlines techniques to help locate these.

4.9.3 What grant-giving organisations need

There are many sources of advice on how to apply for funds, an example shown in Table 4.15 below, is taken from the Bristol Council website.

Table 4.15: 10 tips to help you successfully apply for funding⁴⁵

Tip	Key points
1. Fundraising is about people, when dealing with a grant provider you are dealing with a person.	<ul style="list-style-type: none"> • Make sure you know who you are talking to - names, addresses, genders. • Avoid jargon unless you know the funding provider will understand it.
2. Tell the truth.	<ul style="list-style-type: none"> • Funding providers look at projects and budgets and allocate grants all day every day – assume they know more about it than you do.

⁴⁰ <http://www.postcodelocaltrust.org.uk/applying-for-a-grant>

⁴¹ <http://www.postcodedreamtrust.org.uk/dream-fund>

⁴² <http://www.entrust.org.uk/landfill-community-fund/finding-funding/environmental-bodies>

⁴³ (<https://www.groundwork.org.uk/Sites/tescocommunityscheme>). See <https://www.gov.uk/government/publications/single-use-plastic-carrier-bags-why-were-introducing-the-charge/carrier-bags-why-theres-a-5p-charge-for-more-info>.

⁴⁴ <https://www.groundwork.org.uk/Sites/hs2funds/pages/Category/community-funds-hs2>

⁴⁵ <https://www.bristol.gov.uk/documents/20182/32831/CAT+Applying+for+grant+funding.pdf>

	<ul style="list-style-type: none"> • If you are working too hard making your project seem something it isn't to fit their criteria, they will spot it! • Having said that it is common to make projects flexible so that they can be adapted to differing funding providers.
3. Be realistic.	<ul style="list-style-type: none"> • Don't pretend you can change the world with £5,000. • Funding providers will know if you are over-stretching what you can deliver and will simply think you can't manage projects or budgets very well.
4. Apply to the right fund.	<ul style="list-style-type: none"> • Make sure you know what the funding provider's objectives are and relate your application DIRECTLY to those objectives. • Repeat their words and phrases to emphasise connections.
5. Demonstrate support and need for your project.	<ul style="list-style-type: none"> • Show that your local community wants the benefits that the project will bring. • Demonstrate need by researching statistics – does the funding provider need to concentrate spending in certain areas or on groups of people.
6. Sell the benefits as well as the problem.	<ul style="list-style-type: none"> • 33% - Write about the problem/issues you want to resolve. • 33% - Write about the project details - costs, time, people and activities. • 33% - Show the benefits to that particular funding provider - show you can deliver and satisfy both your needs and their needs.
7. Be professional.	<ul style="list-style-type: none"> • Make sure your presentation is good and your figures are up to date. • Makes sure you know when deadlines are and that you meet them. • If they ask for information, provide it.
8. Be clear what you are asking for.	<ul style="list-style-type: none"> • Especially if you apply for only part of the total projects costs, make it clear what the funding provider is paying for and what the benefits will be.
9. Be persistent.	<ul style="list-style-type: none"> • If you are turned down, find out why. Is it a complete no or are there things you could change to be successful?
10. Say thank you!	<ul style="list-style-type: none"> • ... whether you are successful or unsuccessful. • It is important to recognise the funding provider's contribution to any successful project.

Many charities, also provide tips on how to win funds. Nesta, itself a grant awarding body, lists seven points of advice from grant makers about what they want from NGO applicants:

1. Applicants to read published information carefully.
2. Less jargon.
3. Timely reporting.
4. Proactive evaluation and learning.
5. Collaboration between NGOs and with potential allies across different sections.
6. Greater ambition.
7. Better communication – make contact to clarify any queries, grant awarding bodies want you to make a good application!

4.10 Work with web resources and partners to find grant funds

During research for this guide, we found several online resources that could help catchment partnerships find grant funding, for example:

- The Environmental Funders Network⁴⁶
- GRANTFinder website⁴⁷
- GrantScape website⁴⁸
- Funding Central⁴⁹
- Funding Advice Notes hosted on the CaBA website⁵⁰

The Environmental Funders Network is a UK-based network of foundations, family offices and individual donors supporting environmental causes. They aim to increase the amount of financial support for environmental causes and to improve its overall effectiveness. Funding central is free to use for organisations under a certain size.

The grant finding resources require subscriptions. In many cases your partners, particularly from local authorities, will have a fund finding team. Building a relationship that allows this resource to support catchment needs is a real possibility, as outlined in the following case study.

Case study – Bristol AQUA Horizon2020 project

Bristol City Council and various partners were able to identify an opportunity to access Horizon 2020 funds to support a community based, flood risk reduction project. This opportunity was discovered by Bristol's external funding team that uses a variety of tools to scan for funding opportunities.

4.11 Use social media to innovate in fundraising

Traditional methods of fundraising, such as charity events, on-site donations or legacies are being overtaken by digital methods. There are now a range of studies and reports illustrating techniques and case studies for using social media and other digital innovations to gather volunteer time and donations. Some examples are listed below:

- Local Government Information Unit (2017), *Crowdfunding for Local Authorities*⁵¹
- Nesta (2014), *Innovation to grow giving*⁵²

In addition, social media platforms such as Neighbourly⁵³ not only enable funding links to be made, they allow businesses to build a powerful message to employees and

⁴⁶ <http://www.greenfunders.org/>

⁴⁷ <https://www.idoxgrantfinder.co.uk/>

⁴⁸ <http://grantscape.org.uk/grant-project-finder/>

⁴⁹ <https://www.fundingcentral.org.uk/>

⁵⁰ <https://www.catchmentbasedapproach.org/discussions/216-caba-funding-advice-notes>

⁵¹ <http://www.lgiu.org.uk/report/guide-to-crowdfunding-for-local-authorities/>

⁵² http://www.nesta.org.uk/sites/default/files/innovation_to_grow_giving_wv.pdf

⁵³ <https://www.neighbourly.com/>

customers about their commitment to CSR. Community organisations in need of funds and support from businesses can register their needs on the site for free.

4.12 The role of the five-case model in public sector business cases

Business case preparation is an essential step to secure funding, particularly for large public sector projects, such as those supported by the Environment Agency for flood risk projects, LEPS and local authorities for major infrastructure projects and the health service for major initiatives.

Their appraisals will follow HM Treasury guidance. Supplementary Guidance to The Green Book, published by HM Treasury, outlines five requirements to make a successful business case⁵⁴:

The business case in support of a new policy, new strategy, new programme or new project must provide evidence in five supporting cases:

- That the intervention is supported by a compelling case for change that provides holistic fit with other parts of the organisation and public sector – the “strategic case”;
- That the intervention represents best public value – the “economic case”;
- That the proposed Deal is attractive to the market place, can be procured and is commercially viable – the “commercial case”;
- That the proposed spend is affordable – the “financial case”;
- That what is required from all parties is achievable – “the management case”.

Being aware of this structure, and even using it yourself, can really strengthen your case for securing funding as part of a major project funding bid.

⁵⁴ <http://fivecasemodel.co.uk/the-five-case-model/>

5 Think differently about how you ask for funds

The traditional way of asking for funding for environmental projects is to stress the wider value of the environment to society. However, in urban settings with extensive and complex demands on available funds, this approach does not have significant influence.

To be effective at securing funds, you may have to focus your bids on the goals of potential funders and not dwell on your own perception of the importance of the environment. In this section we discuss how to:

- Think like a marketer.
- Mind the gap between your language and what funders want to hear.
- Use language that will be attractive to most funders
 - save money.
 - create new jobs and skills.
 - make growth sustainable and simpler to approve.
 - connect to an audience.
 - reduce carbon and resource use.
 - build positive reputation.
- Think like a small business.

We illustrate some key points with the following case study:

- Natural flood management in Wiltshire

5.1 Think like a marketer

Marketers focus on the needs of their buyers first, then they describe what they sell in terms of how their offer can match these needs.

Outside of Defra's organisational family and the environmental charities sector, most potential funders do not prioritise paying for local environmental improvements, even if a significant monetary value on the benefits to society can be calculated.

Even when funders might be interested in the wider public good, selling environmental benefits is a difficult task. Environmental economics struggles to be sufficiently robust to compete against the many other, bigger priorities for urban funders.

The following selection of quotes, gathered during research for this guide, illustrates the problem:

- “If they want money to do good for the environment, then good luck, but I won't be helping. I don't really care how many ecosystem service benefits they can provide, I've got a £5 million gap in social services to sort first.” *Local authority Director of Place*

- “[urban]project organisations are ‘stuck in a rut’ and unable to seek new sources of funding...they have insufficient time, skills or even confidence; are reticent about trying something new; or would prefer to simply ask for donations and retain freedom to spend as they choose rather than publicly commit to specific projects.” *Crowd funding and business sponsorship*⁵⁵

5.2 Mind the (language) gap – are you saying what funders want to hear?

As noted in the introduction to this section, it is very easy for catchment organisations to focus on their needs and wants: healthier catchments. However, this is not necessarily what potential funders want to buy. This gap is illustrated in the two word clouds in Figure 5.1. The first cloud is based on a press release announcing the West of England Growth Deal in September 2015⁵⁶; the second cloud is based on the vision and goals published in the Bristol Avon Catchment Partnership’s plan from January 2016⁵⁷.

Figure 5.1: The language gap



What urban buyers want

What catchment partnerships sell

5.2.2 The words that funding bids should seek to use

In terms of priorities, our research showed that most potential urban funder’s needs, and hence the language you should use are largely covered by five key areas:

- 1 **Save money:** in this time of austerity, and particularly for government organisations facing deep and severe budget cuts, cost savings are major benefits. Can you save them money? Can you prove it? Understand their costs

⁵⁵ <http://urbanwater-eco.services/wp-content/uploads/2017/01/Urban-Demonstrator-Downstreams-CIC.pdf>

⁵⁶ <http://www.southglos.gov.uk/news/west-of-england-proposes-ambitious-devolution-deal-worth-2bn-to-economy/>

⁵⁷ <https://www.wessexwater.co.uk/About-us/Environment/Catchment-partnerships/Bristol-Avon-catchment-partnership/Publications/Bristol-Avon-Catchment-Plan---low-resolution/>

and how they work out budgets, will help you present figures in a way they will understand. If possible use

real case-studies, from elsewhere if necessary. If effective case studies are not available, work out a range of what you expect to happen from least effective to most effective and present them all.

- 2 Create new jobs and skills, make growth easier:** urban areas are the hubs of economic growth and housebuilding. Both these activities are constrained by a number of issues that catchment groups can help overcome, for instance by simplifying approval processes, creating better conditions for growth or offsetting pressures that growth sometimes causes or is limited by.
- 3 Connect to an audience:** catchment groups and projects connect to local communities, usually in a positive way. This creates an opportunity for catchment groups to broker engagement or carry messages to communities on behalf of funding organisations.
- 4 Reduce carbon and resource use:** understanding the value of environmental improvement is not universal, but the message about the value of reducing carbon and resource use are well-accepted. Connecting catchment solutions to a low-carbon, resource efficient or climate resilience message can simplify understanding of the environmental good that it does.
- 5 Build positive reputation:** organisations thrive on positive reputations, and many wish to market their services as a positive environmental contributor. Catchment projects and organisations can help build these stories and amplify the positive messages.

The case study overleaf illustrates the potential impact of using the right language.

Case study - Natural Flood Risk Management in Wiltshire

The Bristol Avon Catchment Partnership made a case to the Wessex Water Strategic Water Group for funding to explore some pilot applications of natural flood risk management approaches in the upper part of the catchment, which is in Wiltshire.

The strategic driver for the work was to reduce flood risk in downstream cities, principally Bath and Bristol. However, the reaction from the local authority representatives covering Bristol and Bath on the Group was lukewarm. They were not convinced that the evidence was strong enough to justify them making the case to spend local authority money outside their area.

The project was also explained to the Director of the Swindon and Wiltshire LEP. Initially they were sceptical about funding the project, since the benefits would be felt in a downstream LEP. However, once the options were explained in more detail, and it was explained that the actions required to establish the measures could lead to jobs or business growth around rural businesses, it became clear that this was linked to the Swindon and Wiltshire LEP priorities and therefore could be considered for funding.

5.2.3 Additional support on communicating benefits

The WaterLife project, whose outputs are now hosted on the catchment based approach website, and the Defra-funded Local Action Project, provide several tools to help you think about how to communicate effectively, including:

- engaging with communities;⁵⁸
- understanding the language of business;⁵⁹ and
- communicating urban benefits.⁶⁰

5.3 Think like a small business

Catchment partnerships are in most cases equivalent in size to micro SMEs. They therefore face the same challenges that many small business face when trying to win financial support from larger organisations. As noted in section 3.3, credibility – in terms of your governance mechanisms and track record in delivery – is a fundamental requirement.

Fortunately there are many web resources dedicated to helping small businesses. The language of this advice is couched in terms of selling and bidding, but in essence this is what you are doing when asking for funds.

An example of the sorts of tips available for organisations thinking of submitting a tender is shown in Table 5.1, taken from Bristol City Council’s procurement web pages.

Table 5.1: Preparing to sell - Bristol City Council tips for tendering⁶¹

Bidding stage	Key points
Pre-advert	<ul style="list-style-type: none"> • Find out contacts. • Get involved in market analysis and feedback on strategies. • Don’t miss the opportunity – sign up early to the e-procurement system. • Familiarise yourself with the e-procurement tools. • Make sure it is the right person who is signed up. • Attend market development days and any system sessions available. • Ask for and read any feedback given to you through previous tenders. • Ask for feedback sessions if you are not clear.
Advert release	<ul style="list-style-type: none"> • Read through the instructions to tender and ensure that you are clear of what is expected of you and by when. • Develop your internal plan of action. Make sure you agree and share with your team: <ul style="list-style-type: none"> • How much effort you are going to put in. • What you understand the priority areas are. • How your approach will meet tender instructions and address priority areas. • How you will share information. • Your timetable for preparation and review.

⁵⁸ <http://catchmentbasedapproach.org/resources/waterlife/communities/communication>

⁵⁹ http://catchmentbasedapproach.org/media/attachments/2017/07/07/06a_complete_business_research_fullreport.pdf

⁶⁰ <http://urbanwater-eco.services/conference-birmingham/>

⁶¹ <https://www.bristol.gov.uk/documents/20182/32831/CAT+Applying+for+grant+funding.pdf>

<p>Writing your bid</p>	<ul style="list-style-type: none"> • Base your bid on the Specification and Terms and Conditions, don't provide a generic answer, make your answer specific to the contract, answer the question fully. • Only include publicity material in your submission if you have specifically been asked to. • If something is not clear, send a dialogue to the Council through the e-procurement system. • Observe the deadlines for clarifications, don't wait until the last minute. • Don't qualify your bid (place conditions upon your bid). These cannot be accepted. • Observe any word counts that are imposed, otherwise this could mean that this information is not taken into account. • Don't rely on previous knowledge or contracts held by the Council • Evaluators can only evaluate what is in front of them, using the scoring matrix detailed in the tender. • Provide all of the information requested. If you cannot provide some of the information, for whatever reason.
<p>Sell yourself and your strengths!</p>	<ul style="list-style-type: none"> • Use your responses to demonstrate understanding, knowledge, experience and ability to deliver. • Acknowledge any challenges, show these are understood and state how these would be addressed. • Clearly explain your methodology, innovative solutions and added value. • Describe the quality of the service that will be delivered, specialisms, cost effectiveness, responsiveness, relationships and flexibility.

Similar advice has also been prepared for SMEs wishing to sell digital services to the NHS⁶². This may be a radically different topic area, but many of the principles still apply. One of the suggestion from this resource is to think about how you present case studies:

Make your case studies relevant

Case studies should ideally address these kinds of questions:

- What was the problem, issue or opportunity?
- What were the benefits/business case?
- What were the outcomes, including Return on investment? How does this compare to before (i.e. can you benchmark)?
- How did the implementation work? How were challenges overcome and which people were key to this?
- What were the critical success factors?

Source: ZPB Associates

⁶² <http://digitisinghealthcare.com/insights/smes/>

6 Think big and connect to your local growth agenda

The previous sections deal with fundamentals that should enable you to be more successful at securing funds for a wide range of projects.

Once you are confident with these foundations, the final step covered in this guide is to consider how you could access funds to deliver projects that will transform large areas of your catchment in a positive way.

Growth and infrastructure development are major drivers of spending in urban areas. It therefore follows that growth points offer major opportunities to work with projects that could benefit the catchment. Similarly, major changes to local spatial planning documents create opportunities to shape policies and land allocations that will be beneficial to the catchment and make catchment projects more attractive to funders in the long-term. To make the most of these opportunities, you and your catchment organisations will be challenged to consider future projects at a much larger scale: you will have to think big.

In this section we discuss how to:

- Put growth on your partnership agenda, map out where growth is planned in your catchment and who is connected to it.
- Explore how big catchment solutions could offset the impacts of growth.
- Use 'dream project' approaches to build a strategic project proposal that links to your local area's economic growth plans.

We illustrate some key points with the following case studies:

- Bristol Avon Catchment Resilience Plan.
- Natural Capital Trust.
- Bath's WaterSpace Study.

6.1 Put growth on your agenda

Mapping growth allows pressures to be identified – which could be mitigated by work the catchment organisation wishes to do – and flags up areas where potential funding from major projects could be available. Putting growth on your agenda, and spending time finding out where it is happening could therefore be a critical success factor in securing funds and understanding your future funders or partners.

Preparing and planning for growth is often associated with local authorities updating their local plan documents and supplementary planning guidance. The policy statements here are critical for ensuring that planning decisions can support blue-green solutions or to help secure developer contributions that could support catchment projects.

As noted in section 4.5, Green Infrastructure strategies have or are being developed by many local planning authorities. Green infrastructure is increasingly recognised as

encompassing the blue infrastructure of natural and man-made water features. The Town and Country Planning Association hosts an online Green Infrastructure Resource Library⁶³ that provides many inspiring case studies and helpful guidance.

An example of how links to growth are being made in the Bristol Avon Catchment Partnership is outlined in the case study below. More details can be found in Appendix A.

Case study – Bristol Avon Catchment Resilience Plan

One of Wessex Water's contributions to the work of the Bristol Avon Catchment Partnership has been to prepare a detailed mapping of growth points and resilience issues that might arise in connection to water.

This was prepared as an input to a major strategic planning exercise being undertaken by the local authorities in the western part of the catchment, the West of England Joint Spatial Plan (JSP)⁶⁴.

The aim of the resilience plan is to shape some of the policy statements that will go into the JSP so that they support actions and decisions that look after the resilience of the catchment and reduce the cost of long-term infrastructure spending.

This is quite a complex piece of work that was targeted at technical audiences. It is not an immediate option to secure funds but could ultimately create conditions that will enable more funds to be directed to catchment projects.

6.2 Explore how catchment solutions can offset pressures from growth

The concept of biodiversity offsetting is becoming more established across England. This process enables developers to gain planning permission for developments that cause loss of certain types of biodiversity (which can't otherwise be mitigated in site) by compensating for this loss with provision at agreed rates at an off-site. A planning condition and developer contribution secures funding to create and manage the offset. The Environment Bank is a leading authority on this process in the UK and they provide a variety of guides and tools⁶⁵.

As part of the research for this guide, our conversations with several local authority directors working in the Bristol Avon catchment indicated that they would be interested in something similar for catchment management services. If land in a catchment was managed in a more water sensitive manner then this could provide some strategic flood risk mitigation and water quality improvement to offset potential increased risks from a variety of small development sites across the region. Funding for management of the site could be secured via planning conditions and developer contributions.

A variant of this concept is being explored by the West of England Nature Partnership through its Natural Capital Trust Project, as outlined in the case study below. More details can be found in Appendix A.

⁶³ <https://www.tcpa.org.uk/green-infrastructure-research-database>

⁶⁴ <http://westofenglandlep.co.uk/jsp>

⁶⁵ <http://www.environmentbank.com/library.php>

Case study – Natural Capital Trust (NCT)

The NCT concept is being explored by the West of England Nature Partnership on behalf of Defra. In principle, the aim of the NCT would be to provide new mechanisms to collect and allocate funds that are connected to improvements in Natural Capital over a fairly large scale.

Three main issues are being considered:

- 1 How to establish an institution with appropriate governance to assure contributors, that funds would be used with propriety and efficiency;
- 2 The case for receiving three possible sources of funds and how to calculate rates of contributions;
 - Funds from beneficiaries of PES schemes;
 - Funds from developers;
 - Funds from existing mechanisms already used to support, broadly speaking, the objectives of improving natural capital, such as agri-environment payments.
- 3 How to develop an investment plan to enhance the region's natural capital more cost effectively than if these funds were used in isolation.

A report on the findings of the study is due in late summer 2017.

6.3 Develop a tangible 'dream project'

A major project proposal takes time to build but it will often be worth it. Projects such as the Great Fen⁶⁶ were huge in scale and ambition, requiring millions of pounds of funds. But this scale and solidity of the vision behind the project have arguably been central to successful fundraising over many years.

Making a vision tangible is key to turning dreams into reality, and this is something recognised in the Dream Fund's Innovation Toolkit⁶⁷ which advises how to build a major funding proposal. An outline of some of the key elements they recommend addressing is shown in Figure 6.1, but the guide as a whole is a very useful resource.

⁶⁶ <http://www.greatfen.org.uk/>

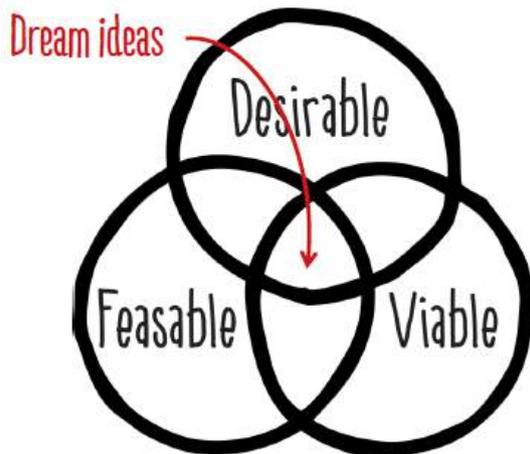
⁶⁷ <http://www.postcodedreamtrust.org.uk/Dream-Fund-Innovation-Toolkit>

Figure 6.1: The DreamFund model for a big idea

What makes a good idea?



Not all ideas are good ideas! It is important to consider all three of these elements as you develop your project. If you can't tick all of these then your project is less likely to succeed!



Desirable

Is there a need for this idea?
Will it have a positive impact?

Viable

Can you deliver this idea? Can you achieve the vision? Is it possible?

Feasible

Should you deliver this idea? Are you the right people to do it? Is it the right time?

One initiative in the Bristol Avon Catchment that stands out as meeting the requirements of a Dream project is Bath's WaterSpace study⁶⁸. This is outlined in the case study below and described in more detail in Appendix A.

⁶⁸ <http://www.bathnes.gov.uk/latestnews/bath-water-space-project-launch>

Case study – Bath’s WaterSpace Study

The WaterSpace Study (www.waterspacebath.org.uk) is a partnership, set up in 2016, between Bath & North East Somerset (B&NES), the Environment Agency, the Canal and River Trust and Wessex Water. It was initiated to make the most of opportunities from the redevelopment of brownfield sites along the River Avon corridor, to revitalise the waterways, for people and nature. Although the central theme is economic regeneration of the river corridor, other issues such public realm and parks, live aboard boaters, commercial opportunities, river safety and ecology also been woven in. The Study builds on the Green Infrastructure Strategy and a Bath Enterprise Zone Masterplan.

The project has involved surveys, mapping work, data collection and stakeholder and public engagement events, all focused on 5 themes:

- Assets and Asset Management
- Mooring Strategy and Navigation
- Regeneration & Development
- Water quality & Environmental Enhancement
- Recreation and Leisure

The project had a budget of £175k for 3 years, with contributions from each of the partners. It is driven by a full time projects officer with technical consultant support, and overseen by a Steering Group and the Strategic River Group. In the 18 months since it began, the WaterSpace project has:

1. **Gathered data and mapped assets** managed by the partners along the river to identify locations for improvement projects and opportunities where maintenance activities could be pooled to save costs.
2. **Examined funding sources.** This included intensive mapping of unutilised riverside (within 50m of the river) s106 developer contributions⁶⁹ (money paid by developers as a condition of planning permission and managed by the Council) which identified over £4 million, including £0.5 million set aside to develop a river space for recreation – the River Avon Park. By working in partnership the Park, has been designed to maximise benefits for recreation, mooring and wildlife.
3. **Generated 35 projects and project ideas to revitalise the waterways**, based on ideas and views from the community and public, private and voluntary bodies at a series of engagement events, and packaged by the steering group and promoters into coherent projects including small-scale volunteer activities and bigger schemes to be delivered or funded by the partners. Some projects are already at least partially funded (from several sources including s106).

⁶⁹ Although the s106 scheme is being phased out, much of the money allocated under the scheme will be available for several years. All s106 money is subject to conditions set at the time the development is approved on when it must be spent and what it can be spent on. Conditions vary considerably, some are strict (e.g. requiring 200 trees to be planted in specific places), others allow for more creative thinking about how the money could be spent (e.g. the £0.5 million set aside for the River Park).

Annexes (in separate document)

- | | |
|---------|---|
| Annex A | Bristol Avon catchment case studies |
| Annex B | Additional sources of support |
| Annex C | Major sources of catchment-related expenditure in England |

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