

Income generation report Catchment partnerships

Report to the Environment Agency
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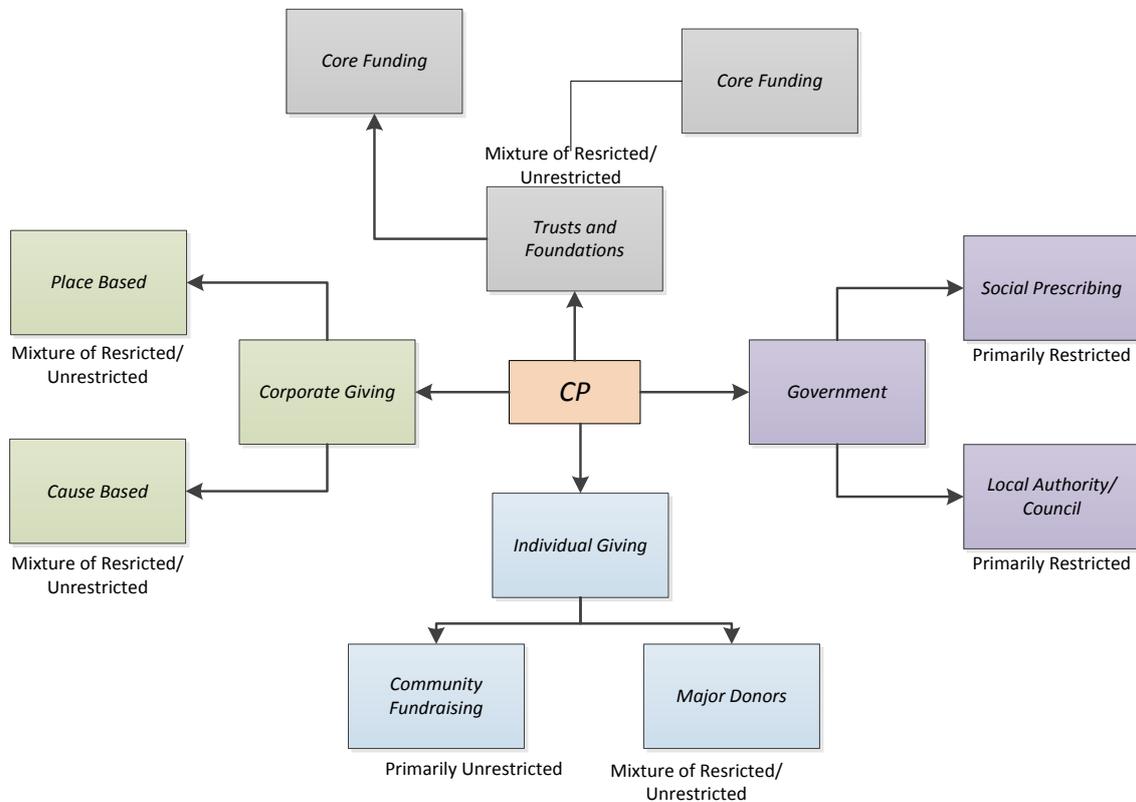
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1. Introduction

Analysis undertaken during the pilot programme has indicated the following suitable funding streams for Catchment Partnerships:



This report provides detail on three of these four funding streams: identifying general trends in each and suggesting strategies that could be applied by Catchment Partnerships in pursuing these different sources of income. Government funding is not included as this is covered in other reports produced with and for Catchment Partnerships: particularly the resilient catchments work on social prescribing which demonstrates the value of measuring impact and securing funding to this end.

The report represents a summary of work undertaken as part of a wider pilot programme exploring Catchment Partnership resilience. It is intended to provide a basic understanding amongst all Catchment Partnerships and share learning on what is realistic and feasible to aim for. Without addressing the cross-cutting issues affecting all Catchment Partnerships, income generation will not succeed, so these issues (governance, strategy and impact) are also highlighted and initial learning from our pilot work in-depth with Catchment Partnerships on these issues is included.

There is no magic formula for bringing funding into any social endeavour; let alone a complex partnership of charities and other organisations working together in a place – but this report aims to highlight the major points to consider and should act as a talking point for Catchment Partnerships aiming to become more resilient.

2. Executive Summary

Income generation is not easy for any organisation carrying out environmental work, and is becoming harder as reduced funding is available from almost all sources. In this context however, presenting a united front as a Catchment Partnership working together to create change and maximise available resources in a co-ordinated, strategic way, will be appealing to all donors.

Catchment Partnerships have a number of cross-cutting issues to consider in developing a fundraising strategy, including their governance, impact and strategy. Each Catchment Partnership should focus first on local and individual fundraising. This is because you have a large potential pool of volunteers and givers, it will generate unrestricted income that is purely for the partnership, and will best complement your existing activity and governance. However, Catchment Partnerships do need to be aware that this funding stream will need an investment of time and resources to be successful.

Following this, and with some unrestricted funds to invest in the core costs of running the partnership and its projects, focus can turn to trust and foundation applications; wider government funding; to finding and securing corporate partnerships; and finally to major donations. The latter is likely to come from individuals who volunteer with and feel part of the Catchment Partnership over time; very few people give small let alone large amounts of money "cold"; but if these already exist and are known a lucky Catchment Partnership might be in a position to ask for and secure a major donation first: thus acting as seed funding and a catalyst for developing the other sources.

For most of the income streams and sources explored in this report, Catchment Partnerships will have most success by framing their work with reference to its impact on people. Except for any new sources of Environment Agency funding and some corporate priorities, the impact on people is seen as key.

Where funding sources are interested in the environment, this is increasingly becoming about climate change and the UN's Sustainable Development Goals (SDGs) are the main the driver – if not now, then moving forward. Catchment Partnerships are advised to consider their role in these agendas (there are some examples from our pilot work on how to do this).

3. Trusts and Foundations

The term trusts and foundations refers to independent charities that exist for the purposes of grant funding others. In terms of relative funding to government, their input to the sector is small; but they provide a valuable source of core cost and project funding for many charities (as well as in some cases funding capital projects; less relevant to Catchment Partnerships) and they are increasingly looking for organisations working in partnership and building the resilience of people and the environment.

The membership body for trusts and foundations, ACF, recently published their look at trends in giving in the sector of the Top 300 foundations (by expenditure) and what information that exists about what funds go where:

https://www.acf.org.uk/downloads/publications/ACF_Foundation_Giving_Trends_2019.pdf.

Its key point is that overall giving levels are down this year: but this is skewed by a drop in giving from the largest foundation: Wellcome Trust (whose giving we know will go back up next year). Underlying levels for the rest of the top 300 are up, and there is a live discussion in the sector about the role of foundations in responding to reductions in state spending - both in terms of increased giving, but as much in terms of policy, advocacy and provision of information to government on priorities. One example of this is Friends Provident Foundation, who look across things like diversity, how and where they invest, shareholder activism and also how they can disrupt markets through giving in new ways, such as social investment.

The main themes towards which many independent foundations are moving are:

1. Place-based funding - concentrating their activity in a smaller number of places where they can fund many different charities to support the whole "system" or funding individual charities that make a difference through their mission in a place (as opposed to one a social issue, but at national scale).

2. Social action – a focus on supporting people to take action on the issues that matter to them in their communities

3. Core costs – funding unrestricted costs of organisations working in line with that foundations mission to avoid project-based work and re-application year on year.

The first two of these themes could work well for Catchment Partnerships that are able to articulate how they deliver in this way. Funders offering suitable funding for Catchment Partnerships (depending on exact make-up and activity) are explored below.

Community Foundations are local grant-giving charities that provide services to donors of all kinds who want to support their local area. Each is its own independent charity with its own strategy, but they tend to care about the environment, or at least social action and volunteering; and they sometimes work across boundaries (for example, Leeds and Two Ridings in Yorkshire have some joint programmes). It is worth making sure the local Community Foundation knows about your work and can direct (mostly project) funding to you as a Catchment Partnership. See the umbrella body, UKCF to find your nearest one: <https://www.ukcommunityfoundations.org/>. UKCF are increasingly working with national funders, including trusts and foundations and government, to ensure their money gets to local communities.

3.1 Environment-Related Foundation Funding

The 2019 report from the Environmental Funders Network *Where the Green Grants Went* (Edition 7¹) looks at patterns of UK Funding for Environmental and Conservation Work, analyses environmental grants from UK foundations and lottery sources.

General Headline Trends

- 13,230 grants were made in support of environmental work in the UK and abroad. This amounts to £200 million per year on average, of which foundation grants accounted for just under £105 million per year.

¹ <https://www.greenfunders.org/where-the-green-grants-went-7/>

- There are just 20 Foundations, accounting for 74% of all, giving to environmental causes.
- Only a very small group of organisations is able to attract regular and reliable support from diverse trust and foundation sources, while the majority of organisations receive only irregular or one-off funding.
- Only 7.1% of environmental group's income came from foundations. For large organisations, foundation support can amount to as little as 1 or 2% of total income.
- Currently less than 4 per cent of grants made by charitable trusts in the UK are directed towards environmental and conservation work — as the Environmental Funders Network say, “an alarmingly low figure given the impact of environmental problems on health, well-being, economic prosperity and vulnerable groups”.
- Within the UK, 45.5% of foundation grants supported work at the national level; but around 90% of the foundation grants labelled as ‘national’ are directed towards organisations based in England.
- Lottery grants supporting environmental initiatives within the UK are distributed differently from foundation grants. Combined, English sub-regions received 64.6% of all lottery grants (£239m).
- Low levels of expenditure on climate change work in the UK were reported; with *climate & atmosphere* work is in ninth place, receiving just 3.5% of foundation grants; however this is already changing; with climate change the focus of this month's ACF conference, and many foundations keen to do more with their grants and other assets to tackle climate change.
- Half of all grants from lottery sources (Big Lottery Fund², Heritage Lottery Fund³ and People's Postcode Lottery grants) were directed towards work on *terrestrial ecosystems & land use*, and *biodiversity & species preservation*. Taken together, *terrestrial ecosystems & land use*, *biodiversity & species preservation*, *agriculture & food*, *sustainable communities* and *multi-issue work* account for nearly 90% of all lottery grants, meaning climate change-related work, ***fresh water, coastal & marine ecosystems*** and the ‘Cinderella’ issues (see below) receive very little support from lottery sources.
- When foundation and lottery grants are combined, the proportion of funding going to the ‘Cinderella’ issues – *trade & finance*, ***toxics & pollution***, *transport* and *consumption & waste* – is extraordinarily low, just 3.5% of grants in total”.
- English sub-regions, combined, received the largest share of lottery grants (68%), but of all the sub-national regions examined separately, the smallest proportions of lottery funding went to the East Midlands (3.6%). Wales also received a small amount of lottery funding at 3.7%.
- The greatest difference between foundation and lottery grants supporting UK-based initiatives is the proportion of funding awarded at the national level: 45.5% of foundation grants were nationally focused, while only 7.2% of lottery grants were. Big

² Now National Lottery Community Fund.

³ Now National Lottery Heritage Fund.

Lottery Fund and Heritage Lottery Fund grants tend to operate at a community or regional level.

- The People’s Postcode Lottery trusts’ total grants to environmental issues are still relatively small compared with grants from Big Lottery Fund and Heritage Lottery Fund, but they are expanding rapidly.

3.2 The Big Givers

The top ten foundations account for 60% of all UK foundation **giving to environmental causes** during the four-year period – a total of £252 million in grants. **The Children’s Investment Fund Foundation (CIFF) is by far the largest donor**, contributing over a fifth of all foundation grants. The level of environmental giving per organisation is unknown.

Top Ten Foundations ranked by total environmental giving (2012/13 – 2015/16)	
1.	Children’s Investment Fund Foundation
2.	Esmee Fairbairn Foundation
3.	Shell Foundation
4.	Gatsby Foundation
5.	Arcadia
6.	Garfield Weston Foundation
7.	Biffa Award
8.	The Rumford Foundation
9.	Veolia Environmental Trust
10.	The Tudor Trust

Funding allocations by relevant thematic environmental issues

**Relevant thematic issues and the proportion of funding it received from Foundations
(supporting UK based initiatives only, 2012-16):**

Thematic Issue	Funding received from Foundations and %
Biodiversity and species preservation	£52.5m (30%)
Sustainable communities	£27.8m (16%)
Terrestrial ecosystems (which can apply to river basins) and land use	£22m (13%)
Coastal and marine ecosystems (includes estuaries and fisheries)	£10.2m (6%)
Fresh water	£7.2m (4%)
Consumption and waste	£0.9m (0.5%)
Toxins and pollution	£0.4m (0.2%)

A list of the main members of the Environmental Grant Funders Network most relevant to the work of Catchment Partnerships is listed in Appendix 1.

3.3 Where funds have previously gone

River Project Funders

A search using GrantNav <https://grantnav.threesixtygiving.org/> from 360Giving, which allows users to search grant data from 115 funders provided the following results, using the search term 'river' (as 'river conservation' yielded no results) and selected "title and descriptions" the appropriate field to capture as best as possible river related projects. This resulted in around 622 funded projects across the UK. Note that not all 622 projects will be river-related, some will not be relevant due to the names within titles e.g. 'Three Rivers Recycling Scheme', but we believe these will be small numbers, estimate 600 out of the 622 will be relevant. Therefore use this data with caution, but it does however provide some indication of funders.

An Overview

Total grants = 622	Total Funders = 38	Total recipients = 51
Total amount awarded = £138,417,050	Largest sum awarded = £49,980,908	
Time period: 9 th September 1999 to 1st July 2019		

UK Funders of river related projects (in order of number of grants awarded)

1. The Big Lottery (370)	20. Community Foundation for Surrey (2)
2. The National Lottery Heritage Fund (84)	21. County Durham Community Foundation (2)
3. Co-operative Group (30)	22. Garfield Weston Foundation (2)
4. Esmee Fairbairn Foundation (16)	23. Hertfordshire Community Foundation (2)
5. Sport England (16)	24. Paul Hamlyn Foundation (2)
6. Wellcome Trust (15)	25. Power to Change Trust (2)
7. Northern Rock Foundation (9)	26. Somerset Community Foundation (2)
8. Essex Community Foundation (7)	27. Suffolk Community Foundation (2)
9. Wolfson Foundation (7)	28. ARCADIA (1)
10. London Catalyst (6)	29. BBC Children in Need (1)
11. The Tudor Trust (6)	30. Calouste Gulbenkian Foundation (UK Branch) (1)
12. Greater London Authority (5)	31. Comm. Found. –Tyne and Wear/Northumberland (1)
13. Quixote Foundation (5)	32. Joseph Rowntree Reform Trust (1)
14. Trust for London (5)	33. Oxfordshire Community Foundation (1)
15. Heart of England Community Foundation (3)	34. Quartet Community Foundation (1)
16. Lloyds Bank Foundation for England and Wales (3)	35. Scottish Council for Voluntary Organisations (1)
17. Sussex Community Foundation (3)	36. The Clothworkers Foundation (1)
18. The Henry Smith Charity (3)	37. The Robertson Trust (1)

Top 5 funders of river projects (in value terms)

1. The Big Lottery Fund
2. The National Lottery Heritage Fund
3. Esmee Fairbairn Foundation
4. Greater London Authority
5. *Wellcome Trust

* The Wellcome Trust funded a high value project in the Calder valley, working with artist Ruth Levene, in partnership with the Canal and River Trust, universities, and other groups, to research water governance in relation to human health and wellbeing and the resilience of communities and ecologies (but many of the Wellcome Trust projects that came up on the search were not relevant).

Examples of river related projects funded in England and Wales

Project	Recipient	Funder (and no. of projects funded)	Region	Amount	Year
"The Montgomeryshire Rivers Project aims to re-connect people with their rivers to improve the physical, mental and social health of the community by improving the health of the river environment".	Severn Rivers Trust	The Big Lottery Fund	Wales	£247,113	2013
Unlocking the Severn for People and Wildlife	Canal and River Trust	The National Lottery Heritage Fund	West Midlands	£10,810,300	2016
Social Investment The Rivers Trust: Towards a bridging loan facility for Rivers Trust organisations seeking to fund work under the Government's Water Environment Grant.	The Rivers Trust	Esmee Fairbairn Foundation	South West	£1,800,000	2019
Towards the creation of a support system that will provide advice, guidance and training for community-led river restoration efforts, and to influence national policy on river improvements.	River Restoration Centre	Esmee Fairbairn Foundation	East of England (Central Bedfordshire)	£100,000	2014
Funding under Sport England's Community Asset Fund funding programme for a Capital project titled 'Repair Damage to River Bank and New Slipway'. This project lists its main activity as Sailing & Yachting. This funding has contributed towards a Multi Facility - Sailing (Slipway & Storage).	Arun Yacht Club	Sport England	South East	£15,000	2017
Project to restore a section of Turkey Brook within Albany Park creating new habitat for wildlife and a diverse landscape for park users.	LB Enfield	Greater London Authority	London	£346,000	2018

Tyne Rivers Trust and the *Catchment Partnership	Tyne Rivers Trusts	The National Lottery Heritage Fund	North East	£50,900	2016
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*the only other Catchment Partnership project found which had been funded, was for £10k for the Your Tidal Thames Catchment Partnership website funded by the Big Lottery Fund.

3.4 Social Action funders

The search term 'social action' (we did try selecting 'social AND action AND river', and 'social AND action AND water', but this yielded no results) was used as well as selecting "title and descriptions", which is the appropriate field to capture as best as possible social action related projects. This resulted in **303 funded projects across the UK**. See Annex 2 for more details.

An overview

Total grants = 303	Total Funders = 40	Total recipients = 254
Total amount awarded = £44,538,988		Largest sum awarded = £5,480,502
Time period: 20 th July 2004 to 9 th August 2019		

Top ten UK Funders of social action projects (in order of number of grants awarded)

1. The Big Lottery Fund (59)
2. Nesta (52)
3. Co-op Foundation (18)
4. National Churches Trust (16)
5. Esmee Fairbairn Foundation (14)
6. Cheshire Community Foundation (12)
7. Pears Foundation (12)
8. Heart of England Community Foundation (10)
9. Oxfordshire Community Foundation (9)
10. Paul Hamlyn Foundation (9)

Top 5 funders of social action projects (in value terms)

1. *Big Lottery Fund
2. Nesta
3. Esmee Fairbairn Foundation
4. Comic Relief
5. Pears Foundation

#iwill Fund

"The #iwill Fund is an England wide joint investment that brings together £40 million in funding from the Department for Digital, Culture, Media and Sport and *The National Lottery Community Fund, creating a central investment pot. The National Lottery Community Fund believes that when young people are leading social action, communities thrive.

The #iwill Fund launched in November 2016 to support the #iwill campaign's goals in England, aiming to make social action part of life for as many 10 to 20 year-olds as possible by the year 2020 by distributing investment through working with other funders". For further information see: www.iwill.org.uk/about-us/iwillfund.

There is also great potential for future funding for youth social action after the Chancellor announced a £500 million investment over five years from April 2020, to invest in local youth services known as the Youth Investment Fund and following the opposition's commitment to invest in young people. This is an area worth exploring where Catchment Partnerships are working with young volunteers.

3.5 Summary Implications

Although there is an increasing awareness of the need for trusts and foundations to play a role in conservation and the environment more broadly, there is relatively little funding available for the **core** activities of Catchment Partnerships through this route. It would be worthwhile building a strategy to determine and apply for any such funding: but not to expect quick major gains through this route, nor to anticipate replacing like for like in terms of existing Environment Agency or other funding.

If Catchment Partnerships define their projects through the lenses of social action and place-building, activities are more likely to be funded: usually with a requirement to demonstrate how taking part in the work of the Catchment Partnership has had an impact on the lives of the people involved and/or will enhance the "place" the activity takes place in in the future.

It should be noted that while trust and foundation income is commonly listed and accounted for as unrestricted income, in terms of how it needs to be managed by a Catchment Partnership it is likely to have monitoring and management requirements that require resource allocation. Projects grants are usually for the purposes of achieving some pre-defined outcomes, or at least a set of outputs, and while it is often up to the applying organisation to state how they will achieve this and accordingly spend the project budget (hence, unrestricted), this is not the same as meaning the funds can be used entirely as the Catchment Partnership sees fit at any given time. Reporting back will be required and tracking of expenditure against the initial budget set. This may or may not be paid for by the funder: some allow for "full cost recovery" and others do not – expecting that the organisation receiving the funds will have other sources of funding and enough stability to service the requirements that come with the grant.

Therefore, in pursuing a strategy that includes bringing in income from trusts and foundations, a Catchment Partnership would need to be confident that its costs would be covered and that the administration and financial aspects of the grant governance are agreed. This could be through the host charity, but might require strong relationships and structures by way of ensuring the reporting required accurately reflects activity and any expenditure (sub-granting) by other partners.

Trusts and foundations are increasingly interested in the "theory of change" relating to an organisation and a project and want to know that the roles of partners in delivery and governance are well defined. Having done this work ahead of applying for funding, it would be useful for Catchment Partnerships pursuing such an income strategy.

A list of current open grant funding that might be relevant to Catchment Partnerships at time of writing is available in Appendix 2. Further detail on the Children's Investment Fund is included in Appendix 3.

4. Individual Giving

This refers to giving from individuals of their own money; either public fundraising or major donations (including legacies). The two require different tactics to some extent but are related, in that very few donors make major gifts without some form of prior relationship with the recipient organisation, and often “test gifts” of smaller amounts and/or volunteering happen first for a donor to experience how it feels to give to the cause.

Major gifts can be in the form of grants or donations: the former meaning funding that comes with some form of condition about how it is spent, or with reporting back required; the latter meaning entirely free of any obligation on the recipient with regard to its use.

Some Catchment Partnerships have had success in public fundraising campaigns - securing donations from the public in response to shaking tins and running events, for example. This is certainly an area for all Catchment Partnerships to further explore as it requires relatively low investment and will generate entirely unrestricted income.

Below we outline trends in relation to giving and some guidance on generating funds through public fundraising.

4.1 How people give:

CAF’s annual UK Giving research⁴ finds that consistently year on year a figure in the region of £10billion is given by the public to UK charities. Cash is the most commonly used method (as detailed in the table below), although this accounts for only 18% of the total value of donations. The largest gifts are made through non-cash methods, such as cheques, Direct Debit, and credit or debit cards. Sometimes called ‘planned giving’, such approaches involve more considered giving and usually bigger donations, and to attract these would require a different strategy by a Catchment Partnership to asking for cash.

Amongst donors who give directly to charitable causes, religious causes see by far the largest donations, with a mean average of £60 in the last four weeks. This is followed by schools, colleges, universities and other education at £46, and the arts at £24. As we have seen in previous years, religious organisations also see the highest median donations (£25), while overseas aid, homeless people/housing shelters, conservation, education, arts, and animal welfare all receive median donations of £10.

Method used to give in the last 12 months	Total (5,171)	Gender		Age			
		Male (2,413)	Female (2,758)	16-24 (521)	25-44 (1,642)	45-64 (1,741)	65+ (1,267)
Cash	58%	58%	57%	63%	57%	59%	54%
Buying goods	40%	31%	48%	35%	37%	44%	41%
Raffle / lottery	40%	36%	43%	22%	36%	44%	49%
Direct debit	31%	29%	33%	13%	30%	33%	40%
Online	26%	25%	26%	26%	32%	24%	20%

⁴ <https://www.cafonline.org/about-us/publications/2019-publications/uk-giving-2019>

Fundraising event	22%	19%	25%	26%	25%	21%	17%
Membership	18%	18%	17%	12%	16%	18%	22%
Debit card	10%	11%	10%	12%	12%	8%	10%
Text	10%	8%	11%	10%	13%	9%	7%
Cheque	8%	7%	8%	1%	3%	6%	19%
Credit card	6%	6%	5%	3%	4%	5%	8%
Payroll	3%	3%	2%	1%	4%	3%	1%
Other	4%	4%	5%	1%	3%	6%	6%

In terms of how people give to environmental causes: it is more common for people to give in aid of a natural disaster than to a general environmental and conservation cause. However, environment and animals charities, arts, culture, humanities, and health causes all experienced the largest jumps in donations over the last few years – and it is anticipated that, in common with trust and foundation funding, increased public awareness of the climate crisis will mean increased giving focused towards this end. It would be wise for Catchment Partnerships to consider their role in relation to climate change and to develop a case for support accordingly.

In terms of who gives, Blackbaud’s recent report ‘The Next Generation of UK Giving’⁵ found that all four generations shared the top three priority giving causes: health, children, and animal charities: with all generations listing health charities as the most important. The report shows that over 60 per cent of all donors in the UK have given to a health charity this year. This is followed by 41 per cent of donors giving to children charities and 35 per cent to animal organisations. There is little data on giving to environmental causes or charities but these are rarely listed as strong priorities in terms of general public giving. However, it should be noted that there is often cross-over in how people categorise animal and environment giving (for example the work of RSPB) and there is strong evidence that people need to be asked, in order to give: so this is also a reflection of the strong fundraising cultures and historical reliance on public giving by these sectors. The environment and conservation sector is going through a shift in terms of the lower availability of public money, so with it needs to shift in how it thinks about and ask for charitable funds from other sources.

4.2 Public fundraising campaigns

Fundraising is all about people. The reason people want to raise money and the reason people give money is on some level or other, always about a personal connection - with either the fundraiser or their cause. Great fundraising asks make people feel as though they are part of something, and as though they have made a difference. There is a reason many appeals use language like “we couldn’t do it without you” and “together, we can make a change.”

Take for example, two of the country's biggest fundraising appeals. Now in its 90th year, [The Royal British Legion’s Poppy Appeal](#) aims to raise £40 million from the sale of a paper poppy. The poppy allows people to signal their inclusion in a community of remembrance. Most people don’t think about where their donation is specifically going in terms of the

⁵ <https://institute.blackbaud.com/asset/the-next-generation-of-uk-giving/>

charity but they make a gesture of support for the importance of the general cause by giving funds.

Having raised £47.8 million this year, [Children in Need](#)'s appeal attracts a similar level of support but is very different in approach. While the former sells a product; the other relies in the main on community fundraising events. But there is a common denominator: their power to make people feel they are part of something bigger.

Individual giving can also come via champions or linked to corporate support. At [Alzheimer's Society](#), for example, much of their public fundraising is a result of the high engagement of staff from supporter companies in what they are doing. With almost half of Tesco staff knowing a loved one with dementia, there is an immediate level of understanding in the difference donations could make: so when they were Tesco charity of the year individuals in the company were determined to make a difference and raised £4m for the cause.

Clearly, these examples are of a very different scale to anything a Catchment Partnership might consider, and there is an additional challenge for the environmental sector: fundraising for servicemen, children or people with dementia are emotive causes. Raising money to improve land management practice, minimise the negative impact of human use on rivers or protect river populations are arguably far less easy sells when asking people to part with their cash.

However, it is CAF's assessment that there are would be value gained from each Catchment Partnership considering how it could embed fundraising asks of the public into its regular activity, and in presenting the work it does in such a way that speaks to the more emotive side of why people give.

This could include a focus on for example:

- the role of the water habitat in improving the health and wellbeing of people;
- the positive community activity that takes place around the catchment;
- ensuring the waterways can be enjoyed and used by everyone equally;
- An explanation of the negative impacts the community would see if the work of the Catchment Partnership ceased.

If fundraising is about people, ask yourself what it is about your campaign that would make people care. And then take every opportunity to tell people about it. Perhaps there is some family history caught up in an area around the river that could lead to you getting some support from those associated; or if your catchment area has a history of industry you could engage local businesses. If there is a variety of local wildlife, perhaps focusing on this and its relationship to people, especially children could be the key. Perhaps you could work with other groups like those who focus on drama or music. For example, the [Birmingham Conservation Trust's](#) idea of bringing the Newman Brothers' Coffin Fitting Works to life, with a specially commissioned theatre production. Try to find a hook that can fire up people's imagination and helps people connect with your place.

Friends and family are a really good place to start, as they will already be more likely to care about the work you do and as such are more likely to support you and spread the word.

Don't be afraid to ask for their help. It is the group you identify in this way who will be the key to helping you get your campaign off the ground.

The next question is what could your campaign look like?

Get practical – some top tips for running a successful campaign

1. Make a plan

Firstly, decide how much you are aiming to raise. Then break it down into a step-by-step guide of how are you going to do this. Your plan should include things like:

- **Timings:** When is the activity going to be? Give yourself plenty of time for the planning stage.
- **Budget:** How much you are going to have to spend to raise the amount you have committed to? Be realistic here. A good ROI (return on investment) is 1:4, so for every £1 you spend you will raise £4. If you can get costs covered/donated by local companies then all the better. If you have no money at all, and cannot ringfence any from existing Catchment Partnerships partners funding or justify this, follow the thinking below but look at where you can ask for funds and promote the need for them as part of your existing activity days and events.
- **The event itself:** What activity will you plan? You can raise money through many different ways – from sponsored events, like a sponsored walk; organising a bring-and-buy sale or putting on a benefit event or a ball. Your activity does not have to be connected to your cause. Movember, the global event which sees men grow moustaches to raise money for prostate cancer, has nothing to do with the actual cause. So is there an activity you could put on which would get people in your community engaged?
- **Communications:** Who do you want to communicate your activity to and what are all the channels you could do this through? Don't forget about social media which is an ever growing channel and a great way to access support and raise awareness. Ensure that you are targeting your communications to the audience you want to engage. Older members of the community will be more likely to read (and hear of your activity) through local newspapers than through social media.
- **Your fundraising mechanism:** The final but most important area to think about is how you will actually raise your funds. This could be a donation on the night, through ticket sales, through raffles or auction participation or sponsorship. And then how you will process and spend them.

2. Who can you get involved?

As mentioned before, working out who you can get involved is a vital stage to any campaign. This should include individuals who would care about your cause; friends and family who could help organise the event or donate their skills in exchange for donations. You could also ask local companies to sponsor the event, donate a raffle prize or help with volunteers on the night.

3. Pick a theme

The best fundraisers are fun and exciting, and offer something a little bit different. So once you have your activity set, think about an interesting way to theme it. If you are going to do more than one activity, having a symbol or an emblem associated with your events can be a good way to become recognisable to your supporters.

4. Publicise your event

You need to advertise your fundraising campaign to as many people as you can.

This can be done in the following ways:

- Decide on when your campaign is to start and when it will end.
- Create a diary of events and activities through the life time of this campaign.
- Have a great opening event for your campaign.
- Contact your local papers, local radio and TV and let them know when this campaign is going to start and get some great press releases ready.
- Tell them about your organisation, why you are running the campaign, how much money you are trying to raise and what for.
- Get as exciting a story as possible to make sure it gets published.
- Ask for a reporter to be at the opening event to record and take photo's. If no reporter attends, take your own photo's and do your own report to send out the next day.
- Organise local leaflets, posters and anything else that will grab people's imagination. Create a banner for your organisation so that everyone who comes in is aware of the campaign and why it is so important.
- Have collection tins available and ways for people to donate that is easy for them and you.
- Create an online presence for the campaign.
- Let everyone know when it will start, set up online donation availability.
- Create a webpage just for the campaign and make sure everyone visits it and leaves their email address along with their donation.
- Make sure every volunteer and staff member is spreading the word to gain donations.

5. Adhere to fundraising regulations

Ensure all your fundraising is legal. This is vital even though sometimes rules and regulations can seem weighty and hard work. To help there are some great websites you can visit, which list easy guides to raffle and auction regulations or information on organising collections. Here are two: www.institute-of-fundraising.org.uk and www.gamblingcommission.gov.uk

6. Thank everyone involved

After the event, before you do anything else, remember to thank everyone who supported you in the run up and on the day. Let them know how much you raised and restate the difference this is going to make. The more they feel their role had a part to play in the event's success, the more likely they will support you in your future activity.

If your fundraising was for a specific project/activity report back to people who attended the event the successful outcome of completing the project/activity. People like to know when they have made a positive change to something they care about.

5. Major Donor Fundraising

Major donor fundraising is an art not a science. It requires excellent relationship skills, the right co-ordination of resources, commitment from all the key supporters of an organisation (including, where relevant, the board), and usually a bit of luck! There is no one proven method that will lead to a concrete return on investment, rather major donor strategy is about getting everything you can in position to make the right ask at the right time, which will vary significantly for all charitable organisations and partnerships.

Organisations have different views about what constitutes a major donor. For some it may be an individual donation of £500 or more, for others it might be more like £100,000. There is no right or wrong level, but it is usually defined by an amount that would be in some way transformational to a charity or a specific project it is hoping to undertake. **For a Catchment Partnership, a donation of £1,000 could be considered major as it represents over 5% of the typical core annual expenditure of the partnership.**

If stewarded well, major donors can be a highly valuable and ongoing source of income. The time spent cultivating a potential major donor can be intensive, but cost effective. A typical return on investment for this type of fundraising is a ratio of 3.17 to 1. Of course this figure is an average across all charity and partnership types and causes, and is calculated through tracking investment of resource (generally dedicated staff time and events budget) against income generated over a typical time period of 3 years.

According to research by the Institute of Fundraising (2013), it tends to take most organisations between **18 to 36 months to build a successful major gift fundraising programme**. Those with relationships and an affinity with the work of the Catchment Partnership and its partners are far more likely to give towards the early stages of the appeal. That said, there will likely always be tensions between the fundraising undertaken by individual charities in the partnership and the relationships they hold to this end, and this will need working out in terms of governance for this income stream to have any traction for an individual Catchment Partnership.

There is no set way to cultivate donors, nor one level of investment required; but what is important is to be confident that as a partnership you are prepared to spend time in creating the right culture to enable a major donor strategy to work. Serious donors usually want to feel some ownership of your mission and may expect an inside track to your future plans, goals, achievements and challenges. This is particularly the case for a capital appeal or campaign.

They may expect to have regular contact with those working in the partnership and those in governance positions, and will almost certainly want to spend time seeing the work in action. It is rare for a fundraiser alone to be involved in the relationship with a major donor and organisations successful at securing major gifts have an understanding across all staff that the time spent engaging potential and current donors is important. **A culture of fundraising is crucial to a successful strategy**; this is something that will really work in favour for Catchment Partnership's, as an individual fundraiser is not necessarily required: provided someone is co-ordinating and keeping track of relationships, efforts and successes.

Summary research⁶ across major donor fundraising literature has found that individuals give major gifts for the following reasons:

- they believe in the cause
- they want to be a catalyst for change
- philanthropy helps them achieve self-actualisation
- they feel a duty and responsibility to share their wealth
- they enjoy the relationships that develop with the charity
- leadership, with fellow donors and with the beneficiaries
- they believe philanthropy is the right use of surplus money
- they are clear about the complementary roles of government and philanthropy
- they believe philanthropy is a good parenting tool
- they appreciate the recognition that comes with being philanthropic
- they believe philanthropy enriches their life

Also worth considering is that major donors want their philanthropy to be:

Transformative – to achieve something tangible that wouldn't otherwise have happened

Personally engaging – with both the causes and the organisations they support

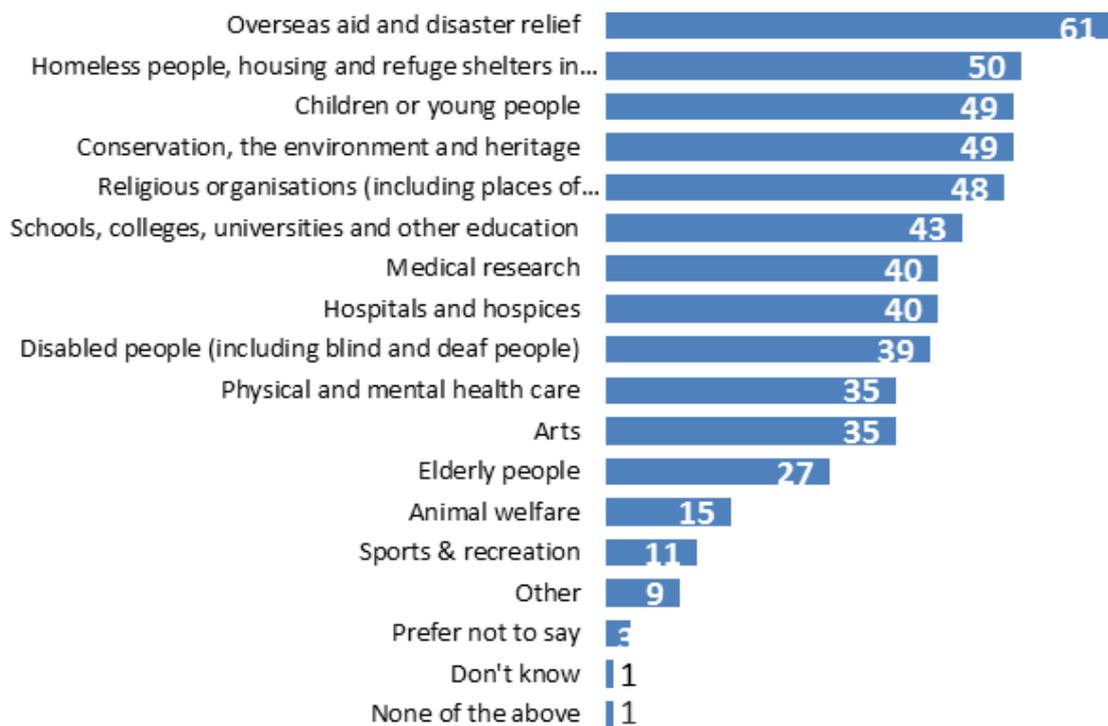
Integrated - into their personal and family lives

Enjoyable – they want their lives to be enriched as a result of giving.

CAF's own work with our private clients (over 3000 high net worth and ultra high net worth individuals) supports this. Furthermore it tells us there are often key times when people are prompted to give significant amounts linked to financial planning; at retirement and will-writing points for example. Major donor giving can also be seasonal, for example high net worth individuals often give more in January and February due to tax implications towards the end of the tax year.

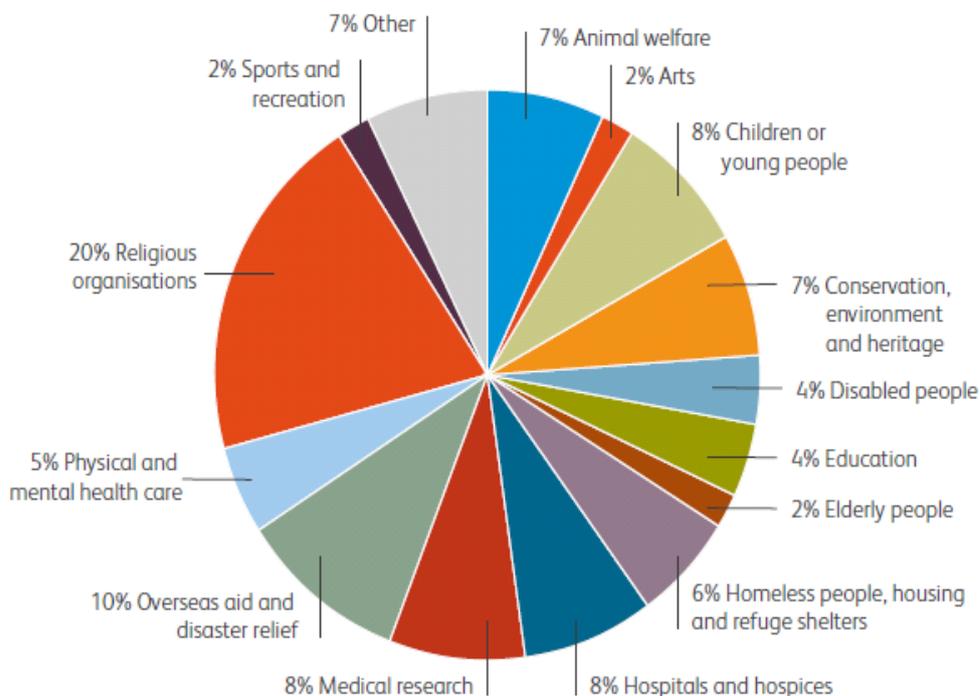
The figures below show the causes CAF's private clients were most interested to give to in 2018-19:

⁶ Source: B. Breeze & T. Lloyd (2013) *Richer Lives*. London: Directory of Social Change



This also broadly aligns with general giving trends (all individual giving rather than just major donor giving):

Source: CAF UK Giving Index 2019



Although conservation, environment and heritage are not a significant proportion of all individual giving, according to the sample of major donors surveyed by CAF this is a more popular area amongst those that give at higher levels.

5.1 So how do you get to this giving?

In terms of what prompts donors to actually give, there is a growing body of research⁷ that suggests asking makes a difference! This may sound obvious, and of course it is far from as simple as “ask and receive”, but this part of the relationship building a charitable cause needs to do with a donor can often be the most crucial yet feared part. **Donors do not know without being told, what you need**, and for their giving to genuinely be transformative and engaging, at some point a specific ask needs to be made.

What is clear from the above is that major donations are likely to come from individuals who are involved with your work and support it over a long period of time, sometimes this can be through initial lower level giving or even volunteering. Indeed, 50% of CAF’s private clients last year were also volunteers (and 45% charity trustees; although not necessarily for the same causes they give to).

So a focus on raising awareness generally in the local area and amongst those with the ability to give should be your primary focus: with then a secondary strategy to ensure you think about and cultivate any local major donors with a clear theory of change that shows them what you are trying to achieve, asks for their input on how you can achieve it and makes clear how their making a donation would make a difference.

6. Corporate Engagement

Corporate giving is typically not a very significant component of the income held by charitable organisations. For environmental initiatives, the amount available from the private sector is a very small slice. With corporate giving also falling year-on-year in real terms amid an uncertain economic landscape, raising money from a corporate audience is challenging. It is therefore important to take in the trends in private sector giving below and ensure any prospects are approached in a considered and targeted way.

6.1 Trends in corporate giving

It is vitally important to recognise that pursuing relationships with companies, you need to be able to demonstrate how a *symbiotic relationship* could be formed, which benefits both sides.

When referring to corporate support this report means support from the private sector. Typically this would include large organisations (such as those on the FTSE 100) but also encompasses the SME (small and medium size enterprises) section of the private sector.

Corporate support is in general no longer an activity that corporates do as they feel it is the right thing to do; instead it is viewed as a way to ultimately impact upon a company's bottom line and staff wellbeing. Corporates rarely support charities and charitable causes that have no alignment with their work or the values of the individuals who run it in a philanthropic way; instead they look for strategic alignment.

According to CAF research Corporate Support Giving Trends (January 2018, CAF):

- Total donations by the FTSE 100 have continued to fall year on year by 11% (£235 million) since 2014 and 26% (£655 million) since 2013, down to £1.9 Billion in 2016.

⁷ For example: Yoruk, 2009, Oppenheimer and Olivola, 2011, Meer, 2016.

- The decrease since 2015 is seen across six of the ten industries in the FTSE 100.
- The number of companies donating at least 1% of pre-tax profits is down, with only 26 companies having donated at least this amount in 2016.
- The overall combined FTSE 100 percentage of pre-tax profit donated has increased. Due to a handful of companies giving more, 2015 and 2016 were higher than any year since 2009 (up 2.6% and 2.4% respectively).
- Pharmaceutical companies continue to lead charitable giving, with basic materials and health care, accounting for 55% of donations in 2016.
- Public perception highlights that companies are viewed more positively when they transparently report on their charitable activity and make it well known.

The above confirms that even for large national charities, corporates are not an unlimited source of wealth; however it only reflects what larger companies are giving. There is no national or local data on what SMEs give or support, but a recent Work for Good survey found that 60% of SMEs give to charities and of those that do, 65% claim that their charity donations have had a positive effect on profitability. Also 50% of businesses report an impact on staff recruitment and retention.

What we do know from CAF's wider work is that working towards a corporate support figure of anything over 10% of income would be highly ambitious, even with a clearer narrative and local profile, and to move from your current position towards that will require an investment of time and resource. This supports CAF's experience of working with our corporate clients; the kind of motivations for their giving are similar to those outlined above and a focus on value to the business at the start up stage (or in maintaining a smaller local business), is paramount. Businesses of all sizes are seeking to move away from purely transactional donations.

It is vitally important that Catchment Partnerships recognise this and if pursuing relationships with companies, develop a case for support that shows how a symbiotic relationship could be formed, which benefits both sides. This will mean positioning yourself towards some types of companies and away from others, rather than coming up with one generic 'corporate ask' and will mean taking a research and relationship-based approach to targeting companies.

CSR is a catch-all term for various types of support that a corporate can provide. The most common are highlighted below:

1. Charity Partnerships
2. Employee Support (including Pay Roll Giving, Challenge Events, and Employee Volunteering)
3. In Kind Support
4. Sponsorship
5. Cause related marketing

In reality the above are often intertwined and should not be pursued in silos. A good corporate engagement strategy will need to take into consideration most, if not all, of the above. However, determining the right approach for you means understanding each separate type of

support in more detail; and what is realistic to expect by way of support.

6.2 Understanding the different types of corporate support

With strategic alignment between charities and corporates becoming a trend there has been a rise in longer term **charity partnerships** with many large and medium size organisations choosing to support charities or partnerships over a number of years, as some Catchment Partnerships have experienced (although this certainly isn't always the case). This presents a number of challenges and opportunities. A corporate choosing to support you over a number of years provides stability compared to a one-off donation. Such partnerships are also no longer a one-way street, and the private sector wants to see real value from the partnership which could put extra strain on the partnership and in some cases lead to mission drift.

However, it also means that corporates are more discerning in choosing a 'partner' as opposed to a 'recipient'. The competition for corporate partnerships is understandably fierce and often charities with the strongest brand come out on top. This like with major donor fundraising, could cause tension between partners within the catchment and their own individual fundraising targets.

At the same time the rise of **in-kind support and employee volunteering schemes** has moved the discussion away from corporate donations, towards corporate support. Corporates will often want to have a full package allowing for charities to support employee volunteering schemes and providing opportunities for skills based volunteering. With many corporates there is also a strong push for challenge events (such as the marathon) for their own staff. Having a good partnership with a charity is viewed as contributing towards employee motivation and belief in the social values that the corporate espouses. Employee volunteering is an area that Catchment Partnerships could explore in more detail considering that your operating model relies upon volunteering and you have a strong culture of volunteering. Furthermore, much of this giving is actually determined by the individuals within the company making choices about who to support with their own (particularly **payroll giving**) or the companies' money (**staff votes**) so you should be aware of building and maintaining relationships to this end.

Challenge events typically take the shape of a marathon or bike ride but can include a wide range of activities. Challenges often rely on a compelling case for support and an emotional connection with the cause; they also benefit from a strong social media presence from both the individual to raise funds for their activity and the charity to attract wider support and promote their cause. Challenge events with corporates tend to be part of a wider package where the corporate is engaged with the charity in other areas and are rarely undertaken in isolation. This is certainly an area that can be capitalised on by Catchment Partnerships (and has already had some success), as it requires relatively little investment of resources compared to other areas of corporate engagement and could be tied into a community profile-raising activity and individual giving strategy (as outlined above).

Corporate sponsorship is distinct to donations as it is considered a business transaction. As such there are no tax incentives provided to either the charity or the corporate. Put simply corporate sponsorship will only be attractive to corporates if they feel there will be real tangible business development and/or brand recognition cultivated. Typically corporate sponsorship occurs at large events and it is not recommended you pursue this route to any great end until your reputation with corporates and brand awareness with them is at a higher level. Furthermore, events (and therefore sponsorship attached to them) rarely see a significant return on investment because events do not tend to be attended by the right people i.e. targeted correctly and often done cold or without an ask and this combined with the high costs

of putting on an event means that the ability to make a profit is often not there. For you this should certainly only be considered as a specific ask to cover the costs of activity already taking place or to companies already engaged in the Catchment Partnership as members with interest.

Cause related marketing is when a private organisation associates a specific product or service with a charity. The charity will receive a % of the sale or profit of each item sold. The argument is that cause related marketing helps companies boost sales and contributes to positive brand awareness. There is some strong evidence to support this argument, Business in the Community (BITC) research shows that 86% of consumers are more likely to buy a product that is associated with a cause they care about and 73% said they would switch brands for the same reason.

It is unlikely that a cold lead would enter into a cause related marketing partnership with a Catchment Partnership and thus if considered at all, this is also an area to have as a longer-term focus once relationships with local companies are further developed.

How do you get a corporate to support you? You need to consider:

1. What value can you add to the corporate?
2. Can you demonstrate the effectiveness of your work?
3. Do you align to their strategy?
4. Is it clear how their support will make a difference?
5. Employees are people! How do you connect with their emotions?
6. How can they help?

Community investment through both financial and non-financial giving is a feature of all company sustainability or corporate social responsibility (CSR) strategies. CSR is in effect a precondition of all large companies in 21st century. However who to give to, where, how much and for how long varies widely company to company.

CAF's annual research on giving levels among FTSE 100 companies has tracked a continuing downward trend in total donations falling 26% (£655m) since 2013.⁸ Meanwhile, according to NCVO, private sector funding generates around 3-5% of income for charities in general. This is fairly consistent across organisations of all sizes from major to micro and small charities.⁹

There is much debate on the role of corporate/charity donations and partnerships – the average level of income for charities from companies suggests they can be an underutilised source of income and strategic opportunity for both parties. While fundraising is the primary objective for charities, there is also opportunity to create positive social and environmental impact through joint partnerships. Below are some key trends characterising community activities of companies:

⁸ <https://www.cafonline.org/about-us/publications/2018-publications/corporate-giving-by-the-ftse-100>

⁹ <https://data.ncvo.org.uk/sector-finances/income-sources/>

Strategic alignment of community giving – while companies may have traditionally given money ad-hoc to different causes, community investment is now often guided by a company’s integrated business strategy or separate CSR strategy. Companies use these strategies to set out clear priorities to achieve an intended outcome. *Organisations seeking support must therefore be clear on how their cause or activities align to an element of these strategies.*

UN Sustainable Development Goals – alongside strategic alignment, corporates have in their masses embraced the UN SDGs as way of signposting their contribution to social need. The 17 Goals and hundreds of corresponding targets and indicators are in effect a common language for government, companies and civil society to work together and focus their energy on.¹⁰ *It is important organisations or causes are clear on how their activities contribute to the SDG agenda, as a way of communicating your added-value to companies.*

“All assets” partnerships – companies are looking beyond traditional cash donations towards fostering deeper partnerships including through offering non-financial, in-kind support. This type of support allows companies to utilise their unique offering of expertise, products and services to contribute a bigger impact. Many high-profile partnerships apply an all assets approach. Organisations should think holistically and innovatively about how well a company is placed to support their cause beyond financial contributions. *This exercise in itself may help identify new opportunities and potential funding streams for a cause with or without the company.*

6.3 Corporate giving to environmental organisations and causes

Whereas social causes, such as supporting people with health issues or protecting vulnerable groups, are detached from a company’s core mission, the environment is a less distinct (or a more material) issue from core activities. A key requirement of any responsible business is to monitor and seek to minimise its environmental impact. As such, it can make more sense for a company to invest internally on its own environmental footprint, than to donate money to external environmental organisations. Many companies also aim to provide seed funding and piloting innovations to environmental issues.

However, there are also many drivers encouraging companies to support environmental organisations:

- Principally, environmental issues such as the climate crisis, biodiversity loss and access to nature are accepted as urgent intersectional problems which directly impact issues of inequality and social justice.
- Recent global, activist campaigns led by Extinction Rebellion and Fridays for Future highlight how environmental awareness and concern among the public is increasing alongside a mainstreaming of ethical consumerism.
- There is an increasing pressure on the private sector, best captured by the Financial Times recent campaign, for companies to pursue broader purpose and beyond maximising profit.¹¹

¹⁰ <https://www.cafonline.org/giving-as-a-company/corporate-responsibility/a-plan-to-save-the-world>

¹¹ <https://www.ft.com/future-company>

- There are clear commercial and reputational advantages for companies seeking to make a net positive impact on the environment, including through innovative charity partnerships.
- Coupled with greater transparency in supply chains and public concern at the environmental impact of industries, companies must be seen to be doing more.

6.4 Who gives and how much?

A review of annual income for 12 environmental organisations, revealed a huge variation in the characteristics of giving from the private sector - as well as a mix in quality of disclosure from charities.

Relative to other sources of funding such as grants from government and charitable trusts, donations to environmental causes from the private sector make up a very small percentage of total income. Among a sample of 12 environmental charities, the percentage of income from the private sector to appears well below 10% - this is broadly consistent with the 6% average using 2016/17 data from NCVO.¹²

Companies and trade bodies across many industries support environmental charities in some way. Sectors which appear to more frequently contribute based on the sample of disclosures include energy & utilities, finance & insurance, fast-moving consumer goods (FMCG), manufacturing and retail.

In terms of grant sizes, only the Green Alliance gives a complete breakdown of company donations by bracket – which varied from under £5,000 to over £50,000. As many grants are not disclosed it is likely they are under £10,000 – in line with the findings from NPC that around 70% of corporate donations are below £5,000.¹³

6.5 How do they give?

Corporate giving to environment groups can be both restricted and unrestricted. The types of support range from one-off donations to longer term, multi-year strategic projects. Despite a general trend towards more strategic partnerships, the small size of most corporate grants show donations continue to be mostly transactional and one-off.

Even then, some charities provide good examples whereby companies support specific charity programmes. Keep Britain Tidy disclose in full which companies support which various initiatives for campaigning, research and programmes of education, creating a shared sense of ownership.

Others trends for environmental causes to consider when seeking funding from a corporate source:

Business case – avoid an overly fundraising-centric approach to engaging with the private sector. Materiality is a clear factor for company decision-makers, so be clear on what you can offer to businesses. Companies which rely more heavily on the environment such as those in the energy or waste management will regard environmental groups as important stakeholders. *Consider what added value your cause or activities can create for a company and the benefits for their business, employees, customers or wider community.*

¹² <https://data.ncvo.org.uk/sector-finances/income-sources/>

¹³ <https://www.civilsociety.co.uk/news/report-nearly-three-quarters-of-corporate-donations-to-charity-are-under-5-000.html>

Staff development – companies’ take the welfare of their employees seriously and often have budgets ring-fenced for away-days as well as learning and development. Consider developing programmes beyond conventional clean-ups which offer genuine employee engagement opportunities. For example, volunteering days and hours, wildlife well-being days, sustainability champion programmes and other education projects. *Volunteering programmes are likely to be a key draw to environmental causes relative to other social causes, so create a compelling offer.*

Community-centred – alongside managing their environmental impacts companies work hard to create and develop strong relationships with key stakeholders in local communities close to their offices/sites. Community investment and resilience are also very common themes in corporate CSR strategies. Causes should therefore target companies with a local footprint and monitor corporate community grant funds which are more widely available than specific environmental funding pots. Other relevant strategic themes which environmental organisations could help engage with companies on include physical & mental well-being, climate adaptation, education & skills. *Charities could consider pursuing cross-cause collaborations to improve accessibility and eligibility for grant applications to companies.*

Examples of supportive corporates and specific programmes

Below is an illustrative - but by no means exhaustive - list of corporate sources of funding which Catchment Partnerships may wish to monitor.

- [Co-op Local Community Fund](#)
- [Ecotricity People Power Fund](#)
- [Friends Provident Foundation](#)
- [SSE Resilient Communities Fund](#)
- [Tesco Bags of Help](#)
- [Zurich Community Trust](#)

Appendix 1: Environmental Funders Network

Examples of Members - Environmental Funders Network (EFN)

The list below provides examples of trusts and foundations that provide environmental related grants. These funders have diverse interests, from the protection of particular species and habitats to work on systemic issues like climate change. For many of the funders listed, environmental issues are not their sole or only priority.

The funders highlighted in purple are the most relevant to river conservation, but need to be looked at further as to whether applications are currently accepted, eligibility etc. There are **52 funders** listed in total but the EFN website only provides their name and website, so the following are only some examples:

Organisation	Website	Brief overview of grant provision
A Team Foundation	www.ateamfoundation.org/	They support food and land projects that are ecologically, economically and socially conscious. They contribute to the wider movement that envisions a future where real food is produced by enlightened agriculture and access to it is equal.
Anthony Rae Foundation	http://anthonyrae.com/www/environmental/	To support environmental research and campaigning activity , particularly in the areas of Climate Change and Biodiversity .
Arcadia Fund	www.arcadiahfund.org.uk/grants/environment/	Environmental grants protect threatened biodiversity and landscapes, train conservation professionals , and make research freely available. They focus on four approaches: on-site conservation, off-site conservation , policy advocacy, and conservation leadership. Since 2002 they have awarded 85 grants to protect endangered nature, totaling £251m.
Bromley Trust	www.thebromleytrust.org.uk/index.php?/focus-areas/environment/	"To oppose the extinction of the world's fauna and flora and the destruction of the environment for wildlife and for mankind worldwide". Applications are by invitation only .
Calouste Gulbenkian Foundation	https://gulbenkian.pt/uk-branch/our-work/valuing-the-ocean/	Oceans – valuing the oceans, sustainable management and protection of the ocean. "It has supported new approaches to engaging with people on marine protection issues in local communities , particularly in local coastal communities. This is not so much about championing conservation measures. It's more about exploring what matters to people and how this can feed into more equitable and inclusive decision-making". It gave a grant to the Marine Conservation Society of £52,000 "to help mainstream participatory approaches to decision-making about marine resource management, grounded in shared values and a clearer understanding of the 'well being' value of marine and coastal resources".
Charles Léopold Mayer	www.fph.ch/index_en.html	A Swiss foundation that makes grants to civil society movements and organisations to support their actions in favour of a social and ecological transition.

Foundation (Pour le Progrès de l'Homme)		
Children's Investment Fund Foundation	https://ciff.org/grant-portfolio/	Climate change and funds projects in Europe.
City Bridge Trust	https://www.citybridgetrust.org.uk/what-we-do/grant-making/what-we-fund/connecting-the-capital/	London – Connecting the Capital (for communities to have better more sustainable, assets (financial, physical, and environmental).
Community Foundation Tyne & Wear and Northumberland	https://www.communityfoundation.org.uk/apply/	300 different funds (Evidence of them supporting river projects – see 6.4. They gave nearly £4,000 to the Ouseburn River Restoration Project).
Daylesford Foundation	http://daylesfordfoundation.co.uk/our-priorities/	Supports projects in the UK that educate children and young people in the core areas of organic food, growing and the countryside.
Ecology Trust	http://apps.charitycommission.gov.uk/Accounts/Ends22/0001099222AC20180331EC.pdf (N.B. No website)	One of its objectives is: "The preservation, conservation and the protection of the environment and the prudent use of natural resources". Grants will be made both to charities and also to non-charities in support of work that advances the charitable purposes of the Trust. The principal objective of the Trust is to support ecological and environmental initiatives, particularly, but by no means exclusively, around the issues of agriculture, tropical forests, and climate change. The Trust also intends to help local community groups working on environmental issues in the United Kingdom and overseas, so as to empower people to contribute to policy development and to participate in planning and decision-making at the local level.

Sources: www.greenfunders.org/membership/ and the websites of individual funders or the Charity Commission website.

Appendix 2: Potential Sources of Funds: current open grant funding

River related projects

On GrantNav we were unable to search specifically for 'river conservation' but searching for 'river' resulted in four results. A search was done also selecting: project funding >> core/revenue >> development funding >> environmental >> voluntary sector >> UK.

Further eligibility needs to be checked, as does further details about each fund, application open dates etc.

We also did a search for organisation >> environmental type organisation >> fresh water (e.g. streams, rivers and lakes) but this did not yield any satisfactory results.

Note that many trusts and foundations support 'general charitable purposes' and there are hundreds of these types of grant-giving organisations. It is **recommended that bespoke grant searches are done for Catchment Partnerships**, especially to capture local funders (and to utilise local grant databases/access the services and grant funding of the local Community Foundation or other voluntary infrastructure organisation). Any bespoke grant search should include relevant trusts and foundations that support general charitable purposes.

Fund	Website	Region	Brief Fund details (focusing on relevance)
People's Postcode Trust	www.postcodetrust.org.uk	England and Wales	Supports: environmental protection, community development. For registered charities and grants over £2,000.
Gatwick Airport Communities Trust	www.gact.org.uk	Parts of East and West Sussex, Kent, Surrey	Supports: environmental improvement and conservation. Grants normally in the range of £1,000 - £5,000.
Viridor Credits Environmental Company	www.viridor-credits.co.uk	England and in Wales (administered by WCVA)	Main grants scheme for biodiversity projects that require up to £50,000 or large grants up to £100,000. Will support 50% of total project cost.
P and C Hickinbotham Charitable Trust	www.hickinbothamtrust.org.uk	UK prefers Leicestershire & Rutland	Supports: general charitable work including environmental. Generally £250 – £1,000 given, but some projects have received £5,000 or more.
Welcome to Our Future (Local Agenda 21)	http://wtof.org.uk	Herefordshire, Worcestershire, Gloucestershire, Shropshire, Telford & Wrekin	Helped community projects related to sustainability which encourages good environmental practice. Herefordshire Wildlife Trust has received £33,000.
The Community Foundation in Wales	www.cfiw.org.uk	Wales	Supports: protection of our environment, health – improvements of physical & mental health & communities. Administers various funds.
One Community Foundation Ltd	www.one-community.org.uk	Kirklees	Supports general charitable purpose including environmental and community development. Amounts = £350 to £5,000.
P H Holt Foundation	www.phholtfoundation.org.uk	Merseyside	Supports general charitable purpose including community development and encouraging care of the natural environment. Supports small and medium charities with grants £5,000 – £10,000.
P F Charitable Trust	https://beta.charitycommission.gov.uk/charity-details/?regid=220124&subid=0	England and Wales	Supports general charitable purposes including community development and heritage. Supports larger project amounts e.g. £100,000, £75,000 and £56,000.
The Inland Waterways Association	www.waterways.org.uk	UK	Supports organisations promoting the restoration of inland waterways. Has only given very small amounts of funding.
Lancashire Environmental Fund	www.lancsenfund.org.uk	Lancashire excluding unitary authorities of Blackpool & Blackburn.	Supports environmental, conservation and local communities. It is a partnership fund made up of SUEZ Recycling & Recovery, Lancashire County Council, the Wildlife Trust and North Merseyside and Community Futures. It distributes Landfill Communities Grants. Main grant up to £30,000.

Mitsubishi Corporation Fund for Europe & Africa	www.mitsubishicorp.com/gb/en/csr/mcfea/conserv.html	Europe	Supports environmental and conservation causes. WaterAid has received £50,000.
The Delves Charitable Trust	https://beta.charitycommission.gov.uk/charity-details/?regid=231860&subid=0	England and Wales	Supports the protection and improvement of our environment and its biodiversity (identified when searching for social action projects). Also supports social responsibility. Tree Aid and World Land Trust have each received £10,000 and Plantlife £4,000.
The Bromley Trust	www.thebromleytrust.org.uk	UK	Environmental conservation – biodiversity and sustainability (found when searching for social action projects). A range of grants are issued from £2,500 to £50,000.

Appendix 2: Social Action projects

On GrantNav we were unable to search specifically for 'social action' but were able to search for: registered charity>>community services and development>>citizenship. This yielded the following results. The availability of funding should also be checked with local community foundations, who often administer several local funds. Applicants normally receive small pots of money.

Fund	Website	Region	Brief Fund details (focusing on relevance)
The Golden Bottle Trust	www.hoaresbank.co.uk/golden-bottle-trust	UK	Supports environmental sustainability, community services and development, citizenship. Examples of past grants: Blue Marine Foundation = £25,000 and Atlantic Salmon Trust = £10,000.
The Oakdale Trust	www.oakdaletrust.org.uk	Wales	Supports environmental conservation, community and social welfare. Provides £250 – £2,000 grants, average being £1,000. Supports project and core costs.
The Pilgrim Trust	www.thepilgrimtrust.org.uk	UK	Supports social welfare and the preservation of heritage (countryside). 90% of funding is for grants over £5,000. Supports revenue and project costs. Examples of large grants given e.g. £300,000.
The Persula Foundation (Richer Sounds plc).	https://beta.charitycommission.gov.uk/charity-details/?regid=1044174&subid=0	UK	General charitable purposes but has stated will support specific causes, including citizenship and mental health. Will not support core costs. Examples of past grants = Friends of the Earth £74,000 and Social Association £10,000.
Tabhair Charitable Trust	www.tabhair.org.uk/	UK	Supports community action helping disadvantaged and disengaged individuals. Provides generally £500 to £5,000 of funding for projects or core costs. Examples of a youth a project receiving £5,000 and Second Chances £15,000.
W F Southall Trust	https://southalltrust.org/	UK	Supports environmental action & sustainability, social action. Wide range of value of grants issued from £2,000 to £100,000.
The Davis Foundation	https://beta.charitycommission.gov.uk/charity-details/?regid=1152998&subid=0	England	Promotes good citizenship and environmental conservation.

The Lennox Hannay Charitable Trust	https://beta.charitycommission.gov.uk/charity-details/?subid=0&regid=1080198	England and Wales	Environmental conservation and community development. Examples of grants given range from £10,000 to £60,000.
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Appendix 3: Children Investment Fund Foundation

Why you should focus on funders like Children Investment Fund Foundation (CIFF) and how you can align your catchment partnership to their grant marking.

Children Investment Fund Foundation	
Why CIFF	CIFF is the world's largest philanthropy set up by British philanthropists
Their values	Their approach is rooted in partnerships.
Linking children with impact on climate	<p><i>"To secure a healthy and sustainable future for children, we support the urgent global transition to a zero-carbon society underpinned by a bio-material-based sustainable economy. Providing a climate-safe future promises multiple benefits today such as cleaner air, energy security and sustainable jobs, along with smart stewardship of the planet's resources.</i></p> <p><i>To achieve this, we want to take carbon out of the power sector by phasing out coal and increasing the uptake of renewables worldwide. We also want to help ramp up de-carbonisation strategies in energy-intensive industries and support large-scale land restoration efforts. We work at city, sub-national, national and global levels to achieve these goals."</i></p> <p>Key areas: HFCs, cities, air quality, de-carbonisation, reforestation, energy</p>
Area of focus	Priority regions for CIFF's climate work are: Europe, China, Latin America, South Asia and South East Asia.

The values of CIFF directly match with the Catchment Partnership's focus on sustainability via local communities feeling a sense of responsibility and ownership over their environment.

Overall, CIFF is committed to carbon neutrality and they state that *"action today is worth more than tomorrow, and everyone needs to take action. As an organisation committed to tackling climate change, we are taking the following three actions and encourage our grantees to do something comparable, or better"*.

This is done by:

1. Carbon foot print

CIFF follows the principles outlined by the Greenhouse Gas Protocol and the UK Government's Guidelines on Greenhouse Gas reporting, in order to calculate our carbon footprint. We have therefore used a third party to calculate our emissions.

2. Reducing

Our greatest source of emissions by far are the flights we take to visit our projects around the world. We are developing an action plan to reduce these and other emissions next year. Our endowment has divested of fossil fuels.

3. Offsetting

CIFF plan to offset our carbon. However, this is not without moral and technical challenges.

For in depth details <https://ciff.org/priorities/climate-change/>