

Funding for Waterway Restoration (3rd edition)

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Introduction

1. One of the most important aspects of any waterway restoration project, if not the most, is the ability of the organisation promoting the restoration to raise funds for the job. From the outset, money is needed to produce literature, finance small-scale work parties tidying up the tow-path, re-pointing brickwork, painting bridges and the like. At the other end of the scale, usually many years down the line, when you have the public, the local authority and everyone else on your side, there is the simple matter of digging out maybe fifty miles or more of infilled waterway, rebuilding a few dozen locks and maybe crossing a couple of motorways!
2. The good news is that at present there is still some cash out there to be had; the bad news is that it is not all earmarked for waterway restoration and there are thousands of other organisations fighting to get their hands on it.
3. The principal aim of this chapter is to highlight the major sources of finance that are available with guidance where possible on the best ways to maximise your chance of getting hold of it. It should be made clear from the outset that the providers of the really big money (say £100,000 plus) are generally public sector, and the grant making bodies of this kind change quite frequently, and their 'rules' even more so. The information in this chapter will consequently over time become outdated - indeed there have been significant changes since the first edition of this chapter was published in 1999, and there will be more changes between the time of writing this 3rd edition (March 2013) and publication – and it is important that potential applicants keep abreast of such changes.
4. For the fund-raiser, probably the most significant change since the first edition has been the massive expansion of the Internet, and its increasing ease-of-use. Where possible, useful website addresses (URLs) are shown, though the reader must be aware that these URLs do change quite frequently; if in doubt, try to trace information through a good search engine such as Dogpile (dogpile.co.uk) or Google (www.google.com) and then immediately bookmark any pages that are useful.
5. The reviser is responsible for funding issues for the IWA Restoration Committee [30] and, along with other bodies listed in the Appendix, may be able to provide up-to-date guidance as required on what is available.
6. In s.36-38 and s.49 there is brief comment on benefits-in-kind. Do not forget that the supply of goods and services for free is as valuable as a cheque, not only to the extent of the inherent value of such goods and services, but also in the increased leverage in securing public sector grants through any 'matching funding' requirement.
7. For the purpose of clarity in what follows, unless otherwise indicated, the organisation that is trying to secure funds for a waterway project is referred to as 'the Society'. Although many such organisations are in fact trusts, 'a Trust' is taken to mean a charitable trust established to donate money to good causes, rather than one established to receive money.

SOME BASIC GROUND RULES

8. Whether you are at the beginning of your project, looking for the odd £25 here or there, or at the point where you want millions, you should charge one or more members of your organisation with the specific 'fund-raiser' role. It is a job that, while not necessarily requiring any particular expertise other than the power of persuasion and occasionally patience, requires levels of initiative and drive that can be lost if shared amongst a committee with a myriad of other responsibilities.

9. The Society should be formally constituted. Most grant-making bodies will not make grants to un-constituted Societies, but there is a greater and over-riding need for Societies receiving monies for projects yet to be fulfilled, to be seen to be accountable to both their members and those making donations or grants to them. In this regard, the constitution should require such things as the annual auditing of accounts, re-election and removal of officers/directors/trustees etc. It is worth always having a 'clean' copy of your constitution and annual report and accounts to hand, as many funders will want to see them. Registered charity status or limited company status may assist your ability to secure funds, but further discussion on these issues is beyond the scope of this chapter. Charity status may however be necessary to obtain some of the tax concessions mentioned in s.43-47 and s.69.

10. Be flexible. Consider all possible ways of securing cash for your project. This is somewhat easier at the bottom end of the scale where the odd £25 donation is not conditional on anything whatsoever and you can use almost any means within the limits of your ingenuity to secure it. One Society sold jars of black mud from the bed of the canal to raise funds. There are, quite frankly, no limits.

11. For private/public sector funding, it must be remembered that the funding body will invariably have a specific remit into which any project must fit to stand a chance of success. Instead of working out projects to the smallest detail and then looking for potential funders, consider the matter from the opposite perspective. Here is a funding body that is known to support X, Y and Z; can the Society produce a project that delivers on X, Y and Z as well as meeting its own needs? If nothing else, the concept should encourage more lateral thinking!

Contacts, Talking and Partnership

12. These are three key words that keep cropping up when discussing private/public sector funding. All require a pro-active approach. At an early stage the Society should establish contact with individual officers in the navigation authority (if there is one), local, district and county councils (particularly council leaders, planning/policy & resources officers), local businesses, local civic trusts and other relevant societies and MPs, and that contact should be maintained throughout. Contact should be two-way wherever possible; sending the officers the Society newsletter is important but what is probably more important is what they can tell the Society. The tiers of local government are particularly important as they will be concerned with developing the local economy, bringing in new investment etc., and waterway restoration is an ideal vehicle for that. They will often know before anyone else about new initiatives, financial or otherwise, that could benefit the Society's project. Establish contacts, talk and listen.

13. For virtually all public sector funding, partnership between private, public and voluntary sector is paramount. To benefit from public money, schemes must be seen to benefit, and have the support of, a wide cross-section of the community. Many successful schemes in recent years have been led by legally constituted partnerships comprising the three sectors,

most of which will have had their genesis in the informal contact described in the previous section.

FURTHER INFORMATION ON FUNDING

14. There is a plethora of information available concerning fund-raising, and the major organisations in this area are frequently updating the literature they produce. Some of it is available from your local library (often in CD-ROM format) and this is the cheapest way of finding the information, as the books can be expensive. However, the cost of 'buying' the information should easily be recouped if the advice offered is heeded and should be regarded as an investment.

15. Three of the main organisations that produce guides are the Charities Aid Foundation (CAF) [6], The National Council for Voluntary Organisations (NCVO) [34] and the Directory of Social Change (DSC) [15]. Some of the titles produced are held by the IWA Restoration Committee [29], who may therefore be able to answer particular points; they do not have sufficient copies to run a 'library service' however, and copyright rules will prevent them from photocopying entire sections for you.

16. Grants Online [23] was established in 2001 and has grown to become one of the UK's most widely recognised and leading information providers on funding opportunities available from The European Union, UK Statutory sources (UK Government, Scottish Executive, Welsh Assembly, Northern Ireland Executive and other government agencies), The Lottery and Grant Making Trusts and Foundations. The IWA regard their weekly reports as so important that they not only subscribe themselves but have arranged for a heavily discounted group service currently used by some twenty five waterway restoration organisations. Please contact the author for details if required. See appendix for address details. The Heritage Alliance [44] is a similar site which provides a regular newsletter for a price which includes a great deal about what is happening in the heritage world including grant information. The newsletter can be viewed for free on their web site but of course it may not give you time to respond to any opportunities and you have to remember to keep looking at it.

Similarly, '*A Guide to European Union and other funding for NGOs*' (9th edition) (ECAS) ISBN 2-960028-04-X, '*The Complete Fund-raising Handbook*' (5th edition) (DSC) ISBN 1-900360-84-5, '*Directory of Grant Making Trusts*' (22th edition) (CAF) ISBN 1-903991-33-1 and '*Tried and Tested Ideas for local fund-raising events*' (3rd edition) (DSC) ISBN 1-903991-37-4 are useful guides to funding.

17. The Directory of Social Change (DSC) [15] has a wide range of books and other material available which represents a valuable one off investment. DSC also operates seminars and courses for fund-raisers, and those who are serious in securing major funding might well feel that at around £100 per day (most courses are one or two days) these seem to offer potentially good value for money. DSC also operates a website, which, has all the above listed and also, for a price, offers access to various listings. Please see appendix for address details.

18. Many of the public sector bodies who themselves try to procure funding from national and international sources can offer advice on funding packages though such advice may be less easy to obtain if they do not have a tangible interest in the project. Many local authorities now have Lottery officers and it is advisable to make contact with such people even if the Lottery is not a current target for the Society; inevitably the officer will have experience of other available sources of funding. Many local authorities have European officers whose main objective is to secure European funding, and NCVO are particularly strong on European funding for the voluntary sector. Other useful organisations are the Charities Aid Foundation and the European Citizens Action Service. Please see appendix for address details.

19. There are of course also professional fund-raisers. The cost of such services are not going to come cheap (£250 to £600 a day might be typical) - and Societies must be able to justify the fees incurred against the additional funds likely to be raised if they pursue this angle - and there may be legal implications of a charity employing such a person or firm. The Charity Commission [7] will be able to advise further on this issue, and the Institute of Fund-raising (formerly the Institute of Charity Fund-raising Managers) [30] and the Association of Fund-raising Consultants [2] may be able to suggest some names.

OTHER INTERNET

20. As indicated earlier, the Internet is a massive resource, which if nothing else, will lead you into all the areas mentioned in s15-19 and s21. In fact it will of course take you much further and the only limitations are your time and the speed at which your computer can download information. Not only do many of the funding agencies, government departments and support agencies have websites, but so do some Trusts, most large companies (who are invariably keen to publicise their community work) and of course other Societies who will often publicise where they have secured grants from (and there's no harm in borrowing other people's ideas!). There are a number of websites that offer general advice on finding funding sources (e.g. www.fundraising.co.uk,) though you will invariably find that the best and latest information is only available by subscribing £50 per annum or so to an e-newsletter. Some of this information may be accessed free of charge through your local branch of the National Association of Councils for Voluntary Service [33].

21. Just Giving (www.justgiving.com) is a resource which has gained prominence as a means by which individuals taking part in sponsored events such as the London Marathon could set up a web-page, through which friends, family and indeed anyone else, could sponsor them. While this may have limited application for most Societies, the site offers more general assistance on on-line fund-raising (with a particular slant on tax reclaims), and for a subscription starting at around £200 a year offers web-space through the Just Giving portal with full technical support including Gift Aid processing.

22. Needless to say, most Societies have their own websites already and may be able to utilise those in a limited form of fund-raising capacity.

MAKING APPLICATIONS FOR GRANTS

23. Any request for donations and grants has to be made in a way that is going to maximise the possibility of success. All potential benefactors from Society members to Heritage Lottery Fund (HLF) have limited resources and will make decisions on where to give on the basis of the information before them. In the case of Trusts and the private/public sector sources, they will usually know nothing about waterways in general, let alone the one that is the subject of the application in front of them. For this reason, talk to potential benefactors as much as possible before submitting a bid. They might not want to know the minutiae of the project at an early stage, but they can point the Society in the right direction on legalities, matching funding, feasibility studies (see s.32-33); they may even suggest that the project is ineligible which will avoid wasting further time on an application.

24. Applications for funds should be brief but professional. Where the benefactor does not have a prescribed application form (i.e. most Trusts and companies) try to keep to two or three sides of A4 paper, with a single-sided covering letter. A simple map and a couple of photographs might help, but do not go overboard, and only include them if they are relevant. Voluminous glossy brochures and videos will invariably go unread and unwatched and, for all

but the largest projects, will usually be regarded as evidence that you have enough money already.

25. If a full bidding document is also required by the funding body then this needs to be equally professional, and concentrate on the factors that are relevant to the funding body, be it jobs created, access to heritage sites or whatever. This is not an area for the uninitiated and will invariably require the use of external consultants, unless the Society has a local authority partner with suitably experienced/qualified officers. A similar line should be taken if a fully worked business plan is required. The fees for such consultants, incurred as part of putting the bid together, cannot usually be included in the bid or as matching funding.

26. Do not assume any prior knowledge of your project on the part of the benefactor (unless you know otherwise and can be sure that he/she will be the ultimate recipient of your application) and do not make the mistake of believing that just because you can see the clear gains to the community of restoring a waterway that it is going to be so blindingly obvious to someone else.

27. Keep to facts (and if necessary, figures), and if the benefactor has clear criteria on what projects they support, make sure that your project not only meets the criteria, but is seen to meet the criteria in the application.

28. Demonstrate support for the project to give it credibility but do not give the impression that the Society has so many friends in high places that it could probably get the funding elsewhere if this application is rejected; most benefactors, however large, like to feel that they are making a difference. The other side of this argument is not to give the impression that the project will be sunk if they reject the application; it gives neither the Society nor the project much credibility at all. Unfortunately there is a thin line between the two extremes; if in doubt, do not play the card at all.

29. Where there is a specific application form to fill in, do so clearly and concisely. Avoid the use of 'not applicable' unless it is patently so; that is invariably a matter for the benefactor and not the applicant to decide. In addition, remember what most of us were told in our school days about exams; answer the question that has been asked; not the one that you think they should have asked, or the one that you would have liked them to ask. If the form allows for additional comments on a separate piece of paper, again restrict this to a couple of sides of A4 if possible. Include a map and a couple of photos if they are relevant and necessary to 'illustrate' the project, but not otherwise.

30. Be very careful about trying to 'deceive' the benefactor about some aspect of the scheme which it is felt may not appeal to them; it is surprisingly obvious when someone is deliberately trying to avoid telling you something, especially for those who are constantly receiving bids.

31. For major projects, particularly those with a high engineering content, and impacts on highways, water resources and the natural environment, any bid for funds is likely to have to be accompanied by engineering/feasibility/management/benefit studies and/or an environmental assessment. It is beyond the scope of this chapter to dwell on these issues, but suffice to say that they are a necessary part of the application, particularly for bodies demanding evidence of long-term regenerative impact such as the European Community. Statutory requirements aside, independent studies by qualified consultants are invariably given greater weight than in-house studies though this necessarily adds to the cost of making the application, and the cost may not always be recouped even if the application succeeds.

32. HLF [26] have now made it clear that they will not give financial assistance for canal restoration feasibility studies per se, and historically they were one of the few third-party funders who would; however all the principal sources of 'big money' should be able to advise on what sort of studies they are going to be looking for, and it is advisable to talk to them before committing the Society to what may be unnecessary expense. IWA Restoration Committee [29] should also be able to offer advice in this area.

33. For large projects, bear in mind that there will also be one if not more 'interviews' with the funding body, and those who present the application will have to be as 'professional' as the application and expensive consultants' reports that they bring with them. The choice of 'presenter' should be carefully considered, and if need be, left to other partners in the project with more experience in such matters to lead on, even if it means not being there to bask in the initial glory of success.

34. It is very important that bids to the public sector in particular are not rushed. If a Society is not ready to bid then it should not do so. A number of bids made to the Millennium Commission (waterway-related and others) were incapable of execution by the end of the century deadline, often because landowners, local authorities and the local populace were not fully on board. Ill-conceived applications might not only sour the name of the applicant with the funding body, but could impact negatively on other schemes of a similar nature.

35. Seeking major finance is the last step in the restoration process. By the time such bids are made, the following steps should have all been achieved:

- a) public support for the scheme should be demonstrated,
- b) the benefits from smaller scale volunteer projects on parts of the waterway should be demonstrated,
- c) restoration should be proven to be possible physically, and if necessary, economically and environmentally as well, and within any required timetable,
- d) local authorities and the canal owner should be actively supporting the scheme,
- e) a management plan for the future running of the waterway should be in place.

BENEFITS-IN-KIND

36. Providing matching funding is a key element of securing large grants from the public sector and can provide a major stumbling block; most grants of this type operate on the basis of providing specified percentages of the total project cost, so that the more they give the Society, the more it has to find from elsewhere. Except where stated, most of the public sector sources of funding can be used as matching funding against each other. One area of flexibility often allowed is that the matching funding can include the 'cost' of voluntary labour, benefits-in-kind, gifted land, festivals, trip boat operations etc.

37. It is therefore important that all these avenues are explored as part of putting any project application together. One of the obvious areas is voluntary labour such as that supplied by Waterway Recovery Group (wrg) [29]. Bodies such as HLF set out specific rates at which manual and professional services can be 'costed' and such services can then go towards the matching funding requirement. Other possible sources of free (or cheap) labour are open prisons, the probation services, Duke of Edinburgh Awards scheme, The Conservation Volunteers (TCV) [45] and the ever-changing schemes run by the State for enabling those out of work to help in the community.

38. In a wider sense, think about the goods and services that the Society needs to procure in order to progress the project, and look at ways that it may be able to acquire these without

having to spend hard-earned cash. Most Societies will include members who are accountants, ecologists, relevant council officers (e.g. town planning, building conservation, economic development) or who run builders' merchants, haulage firms, garden centres, or at least have local firms of that nature that might be able to 'support' the project in some way, releasing funds for other aspects of the job that by necessity must be bought in at commercial and market-dictated rates.

SOURCES OF FUNDS

39. In view of the comments in s.10, it is impossible to come up with a definitive list of possible funding opportunities, particularly at the lower end of the scale. This chapter will hopefully cover a sufficiently wide range to at least inspire fund-raisers to think of other sources that may be appropriate to their own project, location etc. In an attempt to provide a coherent structure to the list, sources are covered under four separate headings, though there may be an element of cross-over at times:

- a) Society membership,
- b) the public at large,
- c) private sector and trusts,
- d) public sector, including the European Community.

There is sufficient evidence to suggest that most voluntary bodies work their way through broadly from (a) to (d), with larger amounts at stake as time goes on.

SOCIETY MEMBERSHIP

40. The heading should be taken in its widest sense comprising those individuals and organisations who are in some sense active participants in the objectives of the Society, and by definition support the general cause.

Membership subscriptions

41. Most Societies charge a subscription to cover postage of newsletters and the ancillary costs of running the Society; few regard the subscription as an opportunity to raise funds per se. There is a limit to how much you can raise for project funds through increasing subscriptions without pricing yourself out of the market. The consensus view would seem to be that a Society is better off keeping subscriptions as low as possible, enticing new members to join, and then trying to extract further cash from them once they are 'converted' to the cause. Subscription notices could include a Gift Aid declaration (see s.45) though Societies will need to be aware of the restrictions on member benefits (ostensibly the Society newsletter) if subscriptions themselves are to qualify for tax relief. It is worth adding however that the printing of a cover price on the Newsletter (for purchase by non-members) is tantamount to putting a value on the 'benefit', and a value that will probably make subscriptions ineligible for Gift Aid; it would be advisable not to quote a cover price in such circumstances, and to make reference only to a suitable donation where sold to non-members. The value of member benefits may also be an issue for societies that are registered for VAT, but such matters are beyond the scope of this chapter.

Additional donations

42. Having made subscriptions as low as possible, do not hesitate to advertise the fact, and 'encourage' additional donations at the time subscriptions are renewed. It is worth noting that even though the vast majority of subscriptions are paid by cheque, people still tend to like

writing cheques for round figures. If your subscription rate is £10, you will receive a lot of cheques for £10; put it up to £12 or £15 and you might be surprised at how many £20 cheques you receive! Many Societies also run 100 Clubs which are essentially regular raffles with cash prizes for a pre-determined maximum number of permanent ticket holders, and which can help draw extra cash from the hard core of the Society's membership. Once members are locked in to a regular donations/subscriptions like this (known as 'committed giving'), they may be even more receptive to further requests for larger one-off amounts, though be wary of pushing your luck too far. The same Gift Aid considerations apply as in s.41.

Covenants (Gift Aid)

43. There are a number of ways in which the H.M. Revenue and Customs [27] can enhance contributions made to the Society, all of them dependant on the donor, be they individual or corporate, being a tax-payer. Historically, covenants were the principal method adopted for individual donors but they have been all but replaced by Gift Aid, see s.45; any covenants that were established before 6 April 2000 and are still 'in date' remain valid, but these will be few and far between and no new covenant schemes are likely to have been established since that date.

Payroll Giving

44. Tax concessions are also available where a benefactor chooses to make donations to specified charities through their employer's PAYE arrangements, though the employer needs to sign up to the scheme, and many remain to be encouraged so to do. The Charities Aid Foundation [6] can give more information on this subject and manages the most well-known payroll giving arrangement; Give as You Earn (GAYE). The Society would generally need to be a registered charity to benefit from such an arrangement. It is worth noting that if a member is in receipt of a company pension that is paid net of tax through PAYE, then they can also use GAYE, and some employers will even match contributions paid through the scheme. H.M. Revenue and Customs information can be obtained from their website [27].

Gift Aid

45. Since April 2000, the Gift Aid scheme has been expanded to become the principal means by which most charitable bodies will obtain tax relief on individual donations of any size, be they regular or one-off. The Society registers with the Inland Revenue and lodges their bank details with them, in order that direct credits can be made by the latter. The donor needs to make a declaration (which can be verbal, subject to written acknowledgement by the beneficiary) requesting that the Society treat all gifts and donations as being Gift Aid donations, and the Society then reclaims the Basic Rate tax relief – currently £25 for every £100 donated – from the Inland Revenue, by submission of a simple listing. Higher Rate taxpayers can reclaim the difference between basic and higher rate relief (a further £25) through their self-assessment forms, and should of course be encouraged by the Society to donate that to them too! The comments made in s.41 regarding member benefits should be noted again.

46. From April 2004, self-assessment forms will include a list of registered charities, any of whom taxpayers can elect to receive any tax repayments owing to them, which may of course include the higher rate reliefs mentioned in s.45. Charities had to pre-register by September 2003 to appear on the list and it is not known whether further invitations will be made. H.M. Revenue and Customs web site provides copious information on Gift Aid [27].

Legacies

47. It is worth giving occasional reminders to members that they can bequeath money to the Society in their will, such legacies being free of any Inheritance Tax liability. Standardised codicils are available from solicitors, which avoid the need for the will to be re-written. A legacy is likely to be the biggest donation an individual member ever makes to the Society. A possibly useful statistic, though you may need some ingenuity to take advantage of it, is that by virtue of them generally out-living their spouses, 69% of legacies are from women!

'Sponsorship' and Appeals

48. A more targeted approach to members for donations is to tie donations in to specific projects with some symbolic recognition of donations above a certain level (say £25). Recent examples include inscribing benefactors names on lengths of sheet-piling, or small plaques on replacement mileposts and newly planted saplings. Lock restoration has also in the past been financed by "Buy-a-Brick" schemes and finance for a trip boat could be raised through a "Buy-a-Seat" scheme. If a project has a pre-determined target, where potential benefactors can see how much difference their contribution will make to the project, there is likely to be a better response than to a general plea for cash. Such appeals can of course be extended beyond the Society membership to the wider public, particularly if the Society can find a well-known personality to 'front' the appeal. Again, Gift Aid (see s.45) could potentially be used to enhance the value of any donations.

Benefits-in-kind

49. Bear in mind that members may be able to contribute in non-monetary ways that could either count towards matching funding for major public sector grants, or more simply release the Society's own funds for more pressing needs. Many Societies ask on the membership application form for the applicant's occupation. Those that reply 'Accountant', 'Haulage Contractor', 'Builder' and the like should obviously be cajoled in the nicest possible way to top up their annual subscription with some more tangible assistance. It is worth thoroughly documenting any such assistance (see also s.62) at the time it is given, especially if there is the possibility that it might be used to secure matched funding from another funder, where formal evidence of the initial 'grant' might be required.

Easy Fund Raising [16]

50 Easy Fund Raising is system of rebates given by many major retailers to registered charities. Every time a supporter wishes to purchase an item over the internet, a donation of up to 15% is given to the Society. Over 2000 stores are in the system including such major internet suppliers such as Amazon and John Lewis. Once the charity has registered with Easy Fund Raising, then supporters can register for using the service which is simple and takes about three minutes. Whilst it costs supporters nothing to use the system, a useful cheque is sent to the charity every three month. Several Waterways organisations have benefited to the extent of a few thousand pounds in a year. It is recommended that it should be launched to members and friends a few months prior to Christmas so that they can get used to it at a time when they are most likely to be using internet shopping the most.

Vice Presidents and Presidents

51 The offering of Vice Presidential positions to members can raise substantial sums and link committed members more closely to the Society. If established members of say three years standing are invited to be a vice president, an honorary title, without any duties, some

members will find this an impressive option. The mixture of a grand title, an opportunity to give more armchair support and an event, for example, a sponsored social event including a briefing by officers and committee member has proved to be a winning formula, especially if the president is a well known figure. The invitation letter should be weighty and personalised, or better still be by personal invitation if at all possible and leaving open the size of donation but hint at level which would more than defray costs. In one case an honorary current Honorary President pays for the cost of the wine at the annual social event.

THE PUBLIC AT LARGE

52. In many ways, getting money from the public can be the hardest task and the return is often perceived to be not worth the effort. They are not converted to the cause in the way that Society members are, and are not put on this earth to donate money in the way that Trusts or the National Lottery are. It is also rather difficult to specifically target them. The other side of the coin is however that there are millions of them and they are all potential members and benefactors.

53. Never under-estimate the love of the British public for car-boot sales, country fairs and summer fetes. Not only will the public pay good money for what you and your members might regard as junk and gladly donate to the 'sales stall', but by selling the Society and its projects, you may attract new members who have rather more to give than might sometimes appear. If the Society is a registered charity then it will need to establish the position on commercial trading, which may need to be undertaken by a subsidiary or a separate entity. Prize Draws, often directed at Society members, can apply equally well in the public arena, bringing in more new money from outside the waterways sector, and many societies will endeavour to get the main prizes sponsored to reduce the initial costs.

54. On most major projects there is the need to attract and often demonstrate wide public support for what you are trying to achieve. Although such issues are beyond the scope of this chapter, it would seem to be clearly advantageous to be seen in the public arena from time to time, showing that you are part of a wider community. If in so doing, you are able to raise cash as well as awareness, then there is a double gain to be made.

55. The cost of operating a 'sales stall' can be expensive in both time and money. Any Society must weigh up the cost against the twin benefits of direct cash income and the wider benefits of meeting the public. There is no easy formula for the latter and each Society will have its own criteria on which to judge such things. Be aware that the restoration schemes that have succeeded have generally done so on the back of major PR work and attraction of public support, and at the expense of schemes which by and large have not been 'sold' well to the outside world. Many will point to 'branded' products as a key way of combining fund-raising with raising awareness – selling T-shirts, key-rings, pens etc., all adorned with the Society logo helps keep the message alive.

THE PRIVATE SECTOR AND CHARITABLE TRUSTS

56. Often, one of the least explored avenues for funding is from the private sector. There are however literally hundreds of companies that donate thousands and often millions of pounds to 'good causes' every year, and many hundreds more that with the right persuasion might part with a few hundred pounds either in cash or 'goods and services'. Occasionally they will do this through solely or jointly sponsoring a targeted campaign. More generally they will allocate a reserve to be distributed through donations as they see fit across a range of activities that they feel they would like to be associated with. Above this 'reserve' there might be further opportunities of sponsorship, where the company needs to be offered something in

return (good publicity being the most obvious example) and their expenditure can be justified under their marketing budget for example. As with donations from individuals, the tax concessions available to the Society (and its VAT registered status, if applicable) may be affected by the value of the 'benefit' given back to the benefactor (see s.67).

57. Societies should take care that approaches to a company or trust are co-ordinated. A successful request for a small donation to a Festivals Committee for example, may eliminate the Society from the possibility of a much larger grant at a later stage.

58. There are few short-cuts to success other than being prepared to accept countless rejections, and making your project look an appealing proposition. This is the domain of the proverbial 'begging letter' but the generally held view is that you should target companies and Trusts carefully, and if necessary play on the factors that are likely to specifically appeal to them; if nothing else this will demonstrate to them that you have done your homework, and that they have not received something that has been sent in identical format to every other business in the area. Taking the trouble to discover executives' names can help in targeting correspondence.

Companies

59. Internet research will sometimes give details of the major benefactors, what sort of projects they support, what sort of amounts they generally give, whether they accept unsolicited requests, and if so, if there are particular times of the year when such requests should be made. Most commercial donors want the world to know of their 'good works' and it will appear on their website as part of their image building efforts.

60. The absence of a company's name from the guides does not of course mean that they will not support good causes, but unsolicited requests to such companies require a little more homework and it would be advisable to make some discreet and informal enquiries first. Usually such requests are to local businesses who may indirectly or otherwise have some influence on your project in the future, and it would be inadvisable to get on the wrong side of them through lack of thought. You will probably find that you have more success with a company where a key employee is already connected with the Society or the project (either in a professional or social capacity) even if the company itself would not on the face of it seem to be a 'hot prospect'.

61. Although money might seem to be the obvious thing to ask a company for, there may be other areas they can help. In the same way that a Society member who is a builder might be asked to help on a lock reconstruction (see s.49), so the local builders' merchants might be able to donate bricks, scaffolding, 'goodwill' discounts etc.

62. A recent development is Corporate Social Responsibility (CSR), a concept that offers opportunities for those who want to help companies show that they are doing their bit for the wider community. Partly through globalisation and the need for accountability, transparency and social responsibility generally, more and more companies are being persuaded to contribute (and perhaps more importantly, to be seen to contribute) in a number of ways; donations to and sponsorship of community schemes being the traditional route in, but more recently, for example, through 'volunteering' schemes for employees. Under such schemes, staff may be encouraged either individually or en masse to volunteer for community projects either during the working week or at weekends, often with the carrot of an extra day's paid holiday for each day spent volunteering. Societies may therefore need to think about non-pecuniary ways in which companies might help them, and to look at companies' annual CSR reports to see if there is an opportunity available.

63. British Telecom (BT), who used to fund environmental projects through the Fieldfare Trust before channelling most of their grant-aid through telephone helplines and related activities (www.bt.com/mydonate/index.aspx) They have a useful guide 'Fund Raising Tips and Hints' available from their website (www.bt.com/mydonate/Help/Fundraisinghintsandtips.aspx).

Charitable Trusts

64. Charitable trusts are also listed in a number of guides such as the '*Directory of Grant Making Trusts*' (see s.16). Most trusts are either set up specifically by large companies (e.g. the Lloyds TSB Foundation and the Wellcome Trust) or family trusts; from the viewpoint of the potential beneficiary no distinction needs to be made between them, though their genesis may well dictate the areas of interest, geographical and otherwise, in which they operate.

65. As with approaches to companies, do not make requests 'blind'; know what projects they support, how much they generally give, and whether they accept unsolicited requests - a great many do not. Do not give the impression that the request is an 'off-the-peg' standard begging letter, even if it is! The aforementioned books and internet sites offer guidance on how to make applications, most of which applies to approaches to the public sector too and is covered in s.23-35.

66. A key thing to remember for what might be an annual exercise involving up to one hundred letters to companies and Trusts is that many benefactors will not give to a Society that has received a grant from them within the last few years say, and may view very dimly a request from a Society that applied last year and was told for example that they were already committed to a number of environmental schemes and would not be able to look at new projects in that field for another five years say. The moral is to monitor responses closely, favourable or otherwise, and tailor future mailing lists accordingly.

67. No names are suggested here for approaches; the fact that a particular company or Trust has donated in the past may mean they are less likely to give to a similar project again, at least in the immediate future. Equally it would be unfair to a Society that may have succeeded through hard endeavour to tap a particular 'vein' to open up their 'warm donor' benefactor to a flood of competing 'cold' applications. It has to be said that hunting out potential targets can be time-consuming, expensive or both, and is likely to remain that way until either DSC, CAF or someone new decides to put a free, fully searchable database on the world wide web. As with all things, the investment in time and money needs to be weighed up against the probability and amount of the gain.

68. Besides the titles above, '*The Environmental Funding Guide*', which whilst old, still available provides useful lists of companies and Trusts with a particular leaning towards environmental projects, and is much cheaper.

H. M. Revenue and Customs [27]

69. As with individuals, company contributions to the Society can also be enhanced by special tax relief arrangements. Gift Aid runs along slightly different lines to that described in s.45-46, in that the company pays gross to the charity (with no need for any declaration) and then makes an allowance in its Corporation Tax calculation. Relief is also available for gifts of shares, equipment or trading stock to a charity, employees temporarily seconded to work for a charity, and for sponsorship payments where the benefactor gets some publicity for its contribution, such publicity being commensurate with the amount paid (Gift Aid payments

are subject to strict rules on what 'benefits' the company can receive in return). The H. M. Customs and Revenue web site covers these four main areas of tax relief for businesses, and lots of information can be downloaded from their website.

A new scheme is also about to be launched in April 2013 called Gift Aid Small Donations Scheme (GASDS). This will enable charities to claim top-up payments on cash donations of £20 or less. This should enable claims on bucket collections and the like. Again check the H.M. Revenue and Customs for details as they emerge [27].

Other independent organisations

70. Five other organisations are listed below, which are merely an indication of other bodies from whom grants are available. BP, BT and the Co-op are three other companies who have sponsored specific schemes from time to time, and there will be others, particularly operating on a purely local level, like the Wessex Water. Some of the titles in s.16 may be able to offer some more up-to-date names.

Community Service Volunteers (CSV) [11]

71. Predominantly a charity aimed at promoting volunteering - chiefly through the Get Active campaigns, Student Volunteering Gap Years and Volunteering in Retirement – there is also a small grants scheme run annually (December to April) in conjunction with Whitbread called Action Earth that could support the purchase of tools for community volunteer-based events. Apprenticeship programmes are run annually and not only does this help the apprentice but can provide paid for help. It must be understood that this is not about cheap labour but a means of passing on skills. The value potentially is also in a fully trained employee for when the project is up and running.

Inland Waterways Association (IWA) [29]

72. The IWA is able to offer grants to waterway restoration projects from its Restoration Grants Fund; grants below £2,000 are subject to lesser criteria than those above this threshold and although there is no maximum amount as such, grants in excess of £5,000 are very uncommon. The Association's Restoration Committee is also available for advice on all aspects of waterway restoration.

Wessex Watermark [47]

73. This is a scheme, launched by Wessex Water in 1993, which supports environmental projects with awards of between £100 and £1,000 on a quarterly basis. Each year there is a single gold award of £2,500 and in 2003 three £10,000 awards were made to celebrate the tenth anniversary of the scheme. The geographical remit is the Wessex Water area of Somerset, Dorset and Wiltshire plus Bristol and parts of Hampshire and Gloucestershire.

THE PUBLIC SECTOR AND EUROPE

74. The public sector is normally seen as the most attractive source of funding for projects that are well advanced and looking for sums usually in excess of £100,000 to complete a major aspect of the project. The majority of such grants come from governmental or quasi-governmental bodies and are usually born out of some aspect of government policy, which means that they have a clear remit into which any project must fit to stand a chance of success. It must be borne in mind that as government policy, and indeed governments themselves, change, the thrust of such schemes will also change. This was particularly marked when the Derelict Land Grant regime was abandoned in favour of English

Partnerships and it became much more difficult to obtain funding for remedial restoration works on abandoned waterways. The present government's decision to axe many development and quasi-governmental agencies due to the present economic climate has greatly reduced these sources.

75. It is not feasible to list all the current public sector schemes that might offer funds for waterway restoration. However such sites as Grants on-line, see s16 and Government Funding (www.governmentfunding.org.uk) provide such information albeit mostly at a price, and should be consulted for the fuller picture. The latter site also has number of free guides and is part of DSC, see s15. The major players are listed below with a brief description of their remit, eligibility etc.

76. National initiatives are listed under three main headings;

- the National Lottery,
- local and central government schemes (including those of the Welsh, Scottish and Northern Ireland assemblies), and
- quasi-governmental schemes.

It should be noted that since the turn of the millennium, many of the English lottery and similar schemes have decentralised and operate in geographical regions. With a few exceptions, the Appendix lists only the head office's details, but in practice applicants need to approach their local office for application packs, details of eligibility, priorities etc.

The National Lottery

77. During 1996 over £1,700 million was made available to the then five lottery distributors and although this has gradually reduced into the new millennium. It has helped over 380,000 'good causes' since the Lottery was established. Currently the lottery donates over £30 million per week, i.e. over £1,500 million per annum. Health, Education, Environment, and charitable causes get 40%, Sports 20%, Arts 20% and Heritage 20%. Although Heritage is generally the best source for funding, do not ignore the possibilities of Health, Education and Environment, Sport and even Arts for poems on lock gates!

78. One lottery distributor cannot be used to provide matching funds for another lottery distributor, but a number of them could be approached for different aspects of a single project. For example, HLF could finance restoration of the water channel, the Health, Education environment Fund a disabled trip-boat or an off-line nature reserve and Sport England a canoeing facility.

79. Key themes running through all lottery criteria are public accessibility and benefit, sustainability and high quality. In the last few years, equal opportunity and social inclusion have become increasingly important areas of consideration.

The Heritage Lottery Fund (HLF) [26]

80. HLF remains the most promising of the lottery distributors since the end of the Millennium Fund, and with good reason, given the number and diversity of grants still being made to the inland waterways sector; the £25 million paid to restore the Kennet & Avon Canal representing just under one tenth of the total HLF spend in 1996. During 1998, HLF held a moratorium on waterway applications while they considered the IWAAC (Inland Waterways Amenity Advisory Council) review of restoration priorities. What followed was a quite clear and unequivocal statement on what HLF would not fund, and what they expected to see in applications. Some of the key areas are that feasibility studies and dredging will not be eligible for support, and generally speaking new-build will not be eligible either, unless it

is a small part of the whole project and not the principle heritage asset. The statement is on the HLF website under Policy Information, and contrary to what some believe, the statement is neither a damning indictment on waterway restoration schemes, nor an invitation to look elsewhere for money. It offers clarity and keeps the door wide open for applications.

81. The main criterion for a HLF grant is that the subject of the application must be a tangible heritage asset, man-made or natural. Although it has not been said in so many words, Societies should probably assume that HLF does not regard a 200 year old waterway as a heritage asset per se, but that HLF may be looking for old wharves, warehouses, bridges and the like if it is to show a sustained interest in the project. HLF will certainly be looking for genuine historic restoration, but following the '*Broadening the Horizons of Heritage*' consultation in 2001 it is clear that they are looking at heritage in a much wider sense, and projects that appeal to a wide audience, with emphasis on access, presentation, interpretation and new audiences are likely to stand a better chance of success.

82. There are currently thirteen Lottery based funders who independently decide which projects have successfully applied for a grant. Each is independent of Government but has to follow guidelines when deciding who should receive National Lottery funding. These include The Arts Council, Big Lottery Fund, Heritage Lottery Fund and regional Sports groups such as Sport England. The Big Lottery Fund is community orientated whilst The Heritage Lottery Fund (HLF) gives grants to sustain and transform our heritage. The latter covers everything from museums, parks and historic places to archeology, natural environment and cultural traditions which they invest in every part of our diverse heritage. Whilst it is possible to apply for a grant at any time major programmes are announced periodically for specific ranges of funds. Within the Heritage Grants programme there are also Project Planning Grants, which are available to bodies which are looking to apply for a Heritage Grant but need to 'work up' their project. HLF's literature makes it reasonably clear what they regard as project planning, and Societies will need to consider this in light of the earlier comment about feasibility studies (which along with business plans, are specifically excluded). It is likely that from time to time there will be additional themed funding programmes as have already taken place for, amongst others, Places of Worship and Urban Parks.

83. Applications under all programmes are by a standard application form and are accepted at any time. HLF has made it clear that it is happy to accept bids even if some the details are still outstanding and their case officers will guide applicants as necessary. This was true in 1997 when this chapter was first written, and is even more true now that HLF has regionalised its operations. The application form is a first step and, once you have a case officer appointed to your scheme, HLF can talk you through the finer points of putting the formal bid together. Do not however expect them to find matching funding, or negotiate with ambivalent landowners for you. In fact it might be that the application form is the second step since HLF now have a pre-application form under both of their main programmes, designed for applicants who need to check basic eligibility of their project before putting together an application. Establishing a sympathetic rapport with the case officer is important especially as they may know little and care even less about your type of project. A change of person on your side can sometimes help if you don't gel.

84. Some of the key requirements are listed below - for elaboration consult the HLF application packs and other literature freely available from HLF:

- The project must either conserve and enhance our diverse heritage, or encourage communities to identify, look after and celebrate their heritage.
- It should also increase opportunities for learning about heritage and open up heritage resources and sites to the widest possible audiences.

- Matching funding can include voluntary labour (at specified daily rates) and benefits-in-kind, gifted land etc. Monies expended on the project in the 12 months prior to the submission of the application can count as matching funding (but beware that this might suggest that you have sufficient other sources of funding already).
- The project must be viable as an ongoing concern post-restoration; this means essentially that a management plan needs to be in place, probably requiring major involvement from local authorities, and a navigation authority etc. unless the Society feels it can undertake such responsibility.

85. HLF may use other established bodies such as English Heritage [17] and Countryside Agency [13] to assist them from time to time, and evidence in an application that such bodies have already been consulted by the applicant can do no harm at all.

The Big Lottery Fund [3]

86. The Big Lottery Fund (the public face of the National Lottery Charities Board) has historically operated on the basis of particular transitory themes. Despite its recent decentralisation to regional offices, this still persists through local funding priorities, but the rules are more relaxed and projects outside of the priority themes might still receive funding. Few of the themes to date have indicated that waterway restoration projects are likely to benefit substantially from the Fund, and as the Fund's remit is very much 'people' based – its main aim is to look after the needs of the disadvantaged and improving the quality of life in the community - this is likely to persist. However inland waterways craft designed for use by the disabled have been successful in previous rounds, so the Big Lottery Fund should not be ruled out for Societies looking at trip-boat operations. The Big Lottery Fund distributes most of its money by 'Awards for All' and 'Reaching Communities'. Awards for All are for bids up to £10,000 and Reaching Communities for sums above that. Occasionally one-off themed Funds are also made available for a short period.

87. It is however worth thinking a bit more laterally; a large number of charitable projects do, and could, operate along the canal corridor and could be persuaded to use the canal in their plans. For example, a day centre for disabled people could be housed in a disused canal side property. The charity bids for Big Lottery Fund cash to make the property suitable; the canal gets better road access, a new tenant, positive publicity, and all at no cost to the Society (who may even get a new meeting venue out of it all!).

88. Applicants must be charitable (though not necessarily a registered charity), benevolent or philanthropic organisations. Capital or revenue projects (to a maximum of three years) are eligible and should cost a minimum of £500 with no maximum as such, though £250,000 plus would be rare, particularly for local projects. There are no matching funding requirements. The project must be financially viable, and the applicant seen to be capable of seeing the project through.

The Lottery and Sports

89. Unlike the Heritage and Community Fund distributors, there is not a single distributor of funds for Sports; each of the home countries has a distributor:

- Sport England [41],
- Sports Council for Northern Ireland [42],
- Sports Council for Wales [44], and
- Sport Scotland [43],

while the geographically all-encompassing UK Sports limits its activities to world-class sportsmen and sportswomen.

90. From the outset, the scope for waterway restoration projects to make more than superficial use of Sports lottery funding looked limited, even though activities such as canoeing, rambling, angling and cycling were cited as being eligible. In the eight years or so since the Lottery was launched we are not aware of any major funding coming the way of the waterway restoration sector, and in recent years there has been a perception that effort has been concentrated into more mainstream sporting activity. A great deal of money was syphoned off from all sectors to pay for the Olympics but funding has now reverted to pre-Olympic allocations

Local government

91. There is no set pattern of funding from local, district and county councils, other than that reduced subsidies from central government mean that councils have less to give out than ever before. They can however be very adept at facilitating the acquisition of specific funds from central and regional government and Europe – many employ officers specifically for this purpose - and should be approached if only to this end. Where they can give financial support they may prefer to channel it towards a wider project that is likely to act as a catalyst for further investment from elsewhere. They may therefore be more keen to support the cost of a feasibility study for a Lottery bid, than a pair of lock gates; this may be extremely useful since at the time of writing very few funding agencies are keen to support feasibility studies. The attitude will vary from authority to authority, and it is obviously advisable to gauge their feelings beforehand. As intimated in s.12 the best move is to establish contact with local government early on, and play it by ear from there.

92. An indirect source of funding is the use of Section 106 Agreements (named after the appropriate section of the Town & Country Planning Act 1990) to secure improvements to, say, historic structures and public access as part of new developments. Essentially such an agreement is a condition or 'planning obligation' that can be imposed by a planning authority when granting planning permission, and that might therefore enable part of a restoration scheme to be funded and executed at someone else's expense. The growth of Corporate Social Responsibility (see s.60) means many more opportunities for this are likely to arise in the future, and it is therefore important to keep on-side with both local authorities and local developers and businesses.

Central government schemes

93. Various websites list all the current schemes (see s16), and it should be borne in mind that these are likely to change quite frequently. Some of the central government funding sources most likely to be of interest are briefly discussed below, but it has to be noted that despite the impressive tone of the government's '*Waterways for Tomorrow*' report issued in 2000, overt financial support by central government for waterway schemes remains somewhat elusive.

Coalfields Regeneration Trust (CRT) [9]

94. Launched in 1999, the CRT is an independent grant-making body, albeit one that receives the bulk of its funding from central government. It is dedicated to the social and economic regeneration of coalfield communities in Great Britain, but its remit includes "providing community support and facilities" and "small locally-owned environmental improvement schemes", so should not be ruled out by Societies operating in the appropriate geographical areas. Applications are to eight regional offices whose addresses are available on the CRT website, but CRT will also give advice to schemes in coalfield communities even if the

schemes do not meet the grant criteria. Over £260 million has been distributed by CRT since its inception.

England Rural Development Programme (ERDP)

95. Two of the schemes promoted by the Department for Environment Food and Rural Affairs (DEFRA) [14], under the ERDP umbrella may be of interest. Aimed principally at farming landowners, Countryside Stewardship's main area of interest on waterway schemes is likely to fall under the banners of conserving historic features, creating new landscapes and improving opportunities for public access. The main benefit to restoration societies is probably in the area of woodland development.

Groundwork UK and Groundwork Trusts [24]

96. DEFRA also directly funds the national charity Groundwork UK (formerly the Groundwork Foundation), and the thirty or so Trusts it has spawned, which operate on a partnership basis with private, public and voluntary sector bodies on environmental regeneration issues. They are not generally in the business of giving grants themselves, but are adept at pulling together funding packages for environmental schemes usually on the fringe of urban areas. Addresses and telephone numbers for local Trusts can be obtained from the head office.

Landfill Communities Fund. (LCF) [31]

97. Launched in 1996 by HM Customs and Excise, formerly Landfill Tax Credit Scheme, allows credits against Landfill Tax for licensed operators of landfill sites. The Landfill Communities Fund supports community, built heritage and environmental projects in the vicinity of landfill sites and / or landfill operator depots. The project must be within an eligible catchment area. Projects need to be site-based capital projects, so that portable or moveable equipment or running / staff costs are not normally eligible for LCF. Some projects, for example biodiversity work, may require more staff time than other projects, and so some flexibility is permitted depending on the specific project. Applications can be for any amount, but most range from £3,000 to £20,000. Grants in excess of £40,000 are unusual. A project must comply with the Entrust criteria in order to be considered for funding from the LCF.

98. There are two methods of receiving funding through the LCF. These could be either: from an organisation that distributes the monies on a landfill operator's behalf. These are commonly known as Distributive Environmental Bodies (DEBs). You are far more likely to receive money via a DEB than you are directly from a waste management company; or directly from a Landfill Operator (LO). The scheme is regulated by Entrust [19] and a list of DEBs and their details can be found on www.adebmembers.org.uk/members.aspx Many local authorities set up subsidiary companies to operate their landfill sites, and their own D-EBs, which would then give grants to qualifying causes, but other large D-EBs were established by national waste operators like Biffa, ARC and 3C Waste and by wildlife trusts.

The National Assembly for Wales [32]

99. Environment Wales [21], funded by the National Assembly acts on behalf of a number of partners including TCV, Cylch, Eco Centre Wales, Groundwork Wales, Keep Wales Tidy, Cynnal Cymru-Sustain Wales and The National Trust. It is aimed at voluntary bodies involved in conserving and enhancing the environment and most of its target areas could cover waterway projects. It has five categories of grant. Start-up Grants: These help to cover

the costs involved with establishing new voluntary or community groups such as hiring venues, publicity or printing, training, insurance, affiliation etc. The maximum grant is £1,000. Pre-Project Grants: These help cover the costs of any studies or surveys that need to be undertaken before a project can begin; for example feasibility studies, business plans, ecological surveys or community appraisals. The studies must be undertaken by a third party. The maximum grant is £6,000. In both these instances, grants will only be awarded if the proposed project activities that meet with their objectives and they hope that any projects benefiting from these grants will later come forward to Environment Wales initially for registration. There are three other Environment Wales grant streams, open to registered projects only.

Training Support Grants: These grants are available to help cover the costs of training courses and conferences. Eligible costs include travel expenses, subsistence and course fees. The maximum grant available is £600. Applications may be submitted at any time.

Project Grants: These grants help cover project materials and equipment. The maximum grant available is £10,000. Applications may be submitted at any time. Management Grant: These grants help fund new posts within registered projects. The posts must be project-specific and not part of an organisation's core activities. Grants range from £1,000 to £12,000.

Applications need to be received by the 18 October for awards starting on 1 April, the following year. Funding can be provided for up to a maximum of six years.

Northern Ireland Office [36]

100. The Department of Agriculture and Rural Development (DARDNI) [13] is the statutory body responsible for most of the province's waterways and administers the Rural Development Programme, which includes grant-making powers, though probably of limited application to waterway restoration; their programmes include local regeneration and strengthening local communities. The Department of the Environment's Environment & Heritage Service (EHS) also makes grants for listed buildings, conservation, natural and built heritage projects and access to the countryside, although currently the programme appears to be on hold.

The Scottish Executive [38]

101. The Scottish Rural Development Programme (SRDP) is a programme of economic, environmental and social measures, utilising some €680m of European Agricultural Fund for Rural Development funding plus Scottish Government match funding. The programme is designed to support rural Scotland from 2007 to 2013. Individuals and groups may seek funding to help deliver the Government's strategic objectives in rural Scotland.

The Scottish Land Fund exists to assist communities in acquiring, developing and managing local land. Community Action Grants are for projects that aim to develop a community's assets, culture and heritage. The scheme looks set to continue in 2014 and onwards.

Quasi-government schemes

102. Most of the following bodies are funded by government departments but are run independently; for the potential applicant for grants, the main distinction is that rules and priorities may change slightly less frequently than for departmental grants, though this very much depends on the level of financial support the respective bodies receive; clearly if their 'subsidy' reduces then they will be forced to re-prioritise.

Canal and River Trust (CRT) [5] / Environment Agency (EA) [20] / Broads Authority (BA) [4] Scottish Canals [37]

103. Although none of these bodies is recognised as a funding agency it would be wrong not to mention them. They have statutory responsibilities in relation to certain waterways and they receive grant-in-aid to fulfil those obligations. On waterways where they do have an interest, they must inevitably be consulted at all stages of the project, and because of their expertise in waterway management, should at least be considered for providing feasibility studies, environmental assessments (see s.31) and the like.

104. Canal and River Trust, CRT is a Trust and independent of but dependant on government. It is currently restricted by lack of finance and thus its ability to put money into non-navigable waterways is very limited. Historically as BW, it has proved to be a very adept facilitator in many recent schemes where they were able to assist in feasibility studies or providing staff time. They have, for example, been extremely successful in pulling in funding from the Landfill Tax Credit Scheme [31]. BW Scottish Canals, EA and BA have a general remit to promote recreational use of waterways and are consequently more able to offer financial support, but there are no specified guidelines and, as ever, it is a matter of talking to them and ascertaining what might be available.

Natural England [18]

105. **Natural England** is the non-departmental public body of the government responsible for ensuring that England's natural environment, including its land, flora and fauna, freshwater and marine environments, geology and soils, are protected and improved. It also has a responsibility to help people enjoy, understand and access that environment. Its main activities are to ensure enjoyment of a healthy natural environment, sustainable use of that environment, and a secure future for a natural environment. Whilst it is independent, DEFRA has power to issue guidance.

106. The Agency does manage a number of schemes for The Big Lottery Fund. The grants that have been made so far by Natural England are concerned with woodland, linking areas together by green corridors, walks along rivers and improving biodiversity. The Rochdale Canal received £124,000 in April 2010 to strengthen green links to local communities.

Countryside Council for Wales (CCW) [12]

107. CCW grants are offered to encourage other organisations to adopt and implement those CCW policies, which are consistent with their own. The key objectives that may relate to waterway projects are the protection and enhancement of landscape and opportunities for the quiet enjoyment of the countryside and the coast. Grants of up to 50% and probably never exceeding about £30,000 seem to be the norm. In 2010/11 grants totalling £405,000 were made.

English Heritage [17]

107. English Heritage owns over 400 of the Nation's most precious buildings including the Tower of London, Apsley House London and Hadrian's Wall.

108. English Heritage makes grants for repairing and improving the management of historic buildings, monuments, and designed landscapes; repair grants for historic places of worship; funding under the Levy Sustainability Fund and Funding under the National Heritage Protection Commissions Programme. Grants are available for restoration under the Historic Buildings, Monuments, Parks and Gardens scheme and public access is a necessity. Listed

status is certainly not a guarantee of success, which suggests that unlisted buildings are very unlikely to be supported. The total amount available is limited and usually concentrated on a small number of very special (Grade 1 or 2*) buildings or structures at risk. National Priorities are significant elements of the historic environment at risk; and/or activities that strengthen the ability of the sector to reduce or avoid risk to the historic environment by understanding, managing and conserving. A useful document called 'Heritage Works' is available from their website.

109. The National Heritage Protection Commissions Programme

The National Heritage Protection Commissions Programme (NHPCP) funds projects that support the National Heritage Protection Plan (NHPP), which was launched in May 2011 and sets out how English Heritage will prioritise and deliver heritage protection for the next four years (2011-2015). The National Heritage Protection Commissions Programme (NHPCP) will only fund projects which directly address their main strategic priorities. At this time these priorities are outlined in two management documents; the National Heritage Protection Plan (NHPP) (www.english-heritage.org.uk/publications/nhpp-plan-framework) and **SHAPE**, (www.english-heritage.org.uk/publications/shape2008) the Strategic Framework for Historic Environment Activities and Programmes in English Heritage. Significant sums of money are available if the project fits within these guide lines. Grants may be awarded to charitable trusts or local authorities.

Homes and Communities Agency (HCA) [28]

110. Successor to the English Partnerships Scheme, Homes and Communities Agency is a non departmental public body mainly concerned to initiate the construction of affordable homes by working other organisations. The Affordable Homes Guarantees Programme provides a framework and bidding guidance for £225m of funding to deliver up to 15,000 additional affordable homes which is currently available.

111. The Local Infrastructure Fund is designed to help Enterprise Zones achieve their full potential as well as accelerating construction on large scale housing schemes and applies only in these areas.

Rural Community Councils (RCC)

112. Historically, these county-based charities were the conduit for grants from Rural Action for the Environment (RAE) but since the dissolution of that scheme, they generally have little grant-making capacity themselves; where they do, it tends to be aimed at more people-based projects. They do however all offer excellent advice on finding funding for rural projects of all descriptions. Action for Communities in Rural England (ACRE) [1] provides the RAE secretariat facilities and their website includes details of all 38 RCC's.

Scottish Natural Heritage (SNH) [39]

113. SNH grants cover areas such as footpath management, trails, signposting, country parks, feasibility studies for countryside projects and the like, under the objectives of improving the conservation of landscapes, promoting public enjoyment of the natural heritage and increasing awareness and understanding of the natural heritage. SNH recommend that any interested applicants discuss projects with them before submitting applications. SNH mostly fund community groups and voluntary organisations but will consider funding public bodies and individuals. Their grants focus on projects that get more people and communities

actively involved in and caring for Scotland's nature and landscapes. All applicants must have the right to carry out the proposed project and have the appropriate permissions or consents.

114 SNH are looking to fund a variety of projects that help them to deliver key outcomes for people and nature. They are particularly keen to support as follows:-

Proposals that deliver our funding priorities and our priorities specific to the Year of Natural Scotland 2013

Proposals that will deliver their funding priorities and which also support the delivery of activities that get more people and communities involved in outdoor recreation, volunteering and outdoor learning;

Proposals to improve protect and manage habitats, species and landscapes;

Proposals for citizen science and biological recording;

Proposals for improvement of management of nature and landscapes including improvement of the planning and management of landscapes, improvement of wildlife management, and improvement of the management and use of natural resources;

Proposals to improve green spaces and strategic paths and places in central Scotland.

European Funding [22]

115. Membership of the European Community has led to the availability of a wide range of structural funds for disadvantaged areas of member countries of which the UK in general is not now considered to be one. The scale of the funds and the international dimension are such that the procedure for obtaining finance from this source is necessarily complex and will invariably involve the participation of local or central government at a high level. The funds are there to regenerate and therefore waterway restoration on its own is rarely going to justify European money, except as part of a wider integrated strategy and where the economic and regeneration benefits of restoration can be proved.

116. Having said that, targeted areas are usually those that have suffered a decline in economic output through the decimation of previously dominant, and usually highly labour intensive, industries, and the waterways of the late Industrial Revolution are rarely far away from such areas. Unfortunately with the expansion of the EU in recent years much of the emphasis has moved to newer members with lower GDP/head.

117. There is no easy way to get money from Europe. Any scheme will have to be part of a much wider strategic initiative, and will almost invariably involve one or more of the Local Authorities, and the appropriate Government Department. Involvement with these at an early stage is essential to see if your project can fit in to the overall strategy. The Department of Trade & Industry (DTI) website (www.dti.gov.uk/europe) is a useful first step for the uninitiated.

118. The EU has numerous funds for all aspects of its work. Prominent among these is that for The Directorate General for Regional and Urban Policy ENFOREGIO, which has three main funds

- The European Regional Development Fund which operates in all Member States, co-finances investments - this fund is heavily concentrated in the regions with lowest GDP
- The Cohesion Fund which co-finances transport and environment projects in Member States whose GNP is less than 90% of the Community average;
- The Instrument for Pre-Accession assistance (IPA), which helps candidate countries to develop transport networks and improve environmental infrastructure/head;

119. The NCVO [33] can offer advice to voluntary groups on European funding. The European Network for National Associations (ENNA) represents European non-profit umbrella bodies, championing the voluntary sector to European decision-makers. Established in 2009 by NCVO in partnership with its counterparts across Europe, the European Network for National Associations (ENNA) brings together over 20 national umbrella organisations from across Europe. ENNA will also offer to 'match-make' similar charities in different countries who have an interest in sharing expertise. This will give NCVO member organisations the opportunity to share knowledge learn from local experience from across Europe. It has been awarded over £100,000 from the European Union and the Charles Stewart Mott Foundation. This funding will allow ENNA to become an independent organisation with a permanent representative in Brussels.

120. The EU offers general advice and articles from its web-sites but after that the appropriate Government Department or Local Authority should be the first port of call if you have a project that may be eligible for any European funding. The European Union Grants system is a complex rapidly changing system and advice should be widely sought.

VALUE ADDED TAX (VAT)

121. Finally a brief mention for VAT. While it does not sound like a 'funding regime' (much like the Inland Revenue's various tax concessions), it offers the potential for considerable savings on expenditure associated with major restoration works and is therefore tantamount to the same thing as third-party funding. It is beyond the scope of this chapter to go into detail here, and not all Societies will necessarily be directly commissioning project works to the extent which might make VAT registration an issue. However if your Society is likely to be spending substantial amounts of money with businesses who charge VAT on their products and services, then VAT registration may enable you to recover all or part of that extra 20.0%. It is a very complex area and specialist help is strongly advised. However HM Custom and Excise's website (<http://www.hmce.gov.uk/charities/vat/intro.htm>) has a useful series of guides and notices that may point you in the right direction.

CONCLUDING REMARKS

122. It was stated early on that this chapter could not hope to cover all possible sources of funding, and despite its length there are doubtless many unexplored avenues. The time between writing the chapter and its eventual publication will render sections partially or wholly redundant, and many addresses, telephone numbers and website addresses are unlikely to remain unaltered. Readers are asked to accept any shortcomings so resulting as an inevitable consequence of the passage of time.

123. Much of the material for this chapter has been drawn from the publications listed in s.16, and additionally from literature produced by the agencies listed, a previous *TWA Information Note No 7; Guidance Notes on Fund Raising for Restoration Groups* produced by Bill Thomson in 1995, and advice offered by a number of active Societies and colleagues, to whom I am particularly indebted. As always, however, any errors remain the responsibility of the author.

APPENDIX

- [1]. Action with Communities in Rural England (ACRE), Somerford Court, Somerford Road, Cirencester GL7 1TW (01285 653477) (www.acre.org.uk)
- [2]. Association of Fundraising Consultants, Suite 316, Linen Hall, 162 – 168, Regents Street, W1N 5TD (07932 101058) (www.afc.org.uk)
- [3]. The Big Lottery Fund. (0845 410 2030) (biglotteryfund.org.uk) 12 regional offices including
- England North
No. 2, St James Gate, Newcastle on Tyne NE1 4BE (0191 376 1600)
- England South and Midlands
Apex House, 3, Embassy Way, Calthorpe Road, Edgbaston, Birmingham, B15 1TR. (0121 345 7700)
- Northern Ireland
1 Cromac Quay, Cromac Wood, Ormeau Road, Belfast, BT7 2JD (082 9055 1455)
- Scotland
4th Floor, 1, Atlantic Quay, 1, Robertson Street, Glasgow, G2 8JB (0141 242 1400)
- Wales (0845 4102030)
- [4]. Broads Authority, Yare House, 62 – 64, Thorpe Road, Norwich NR1 1RY (01603 610734) (www.broads-authority.gov.uk)
- [5]. Canal and River Trust, First Floor North, Station House, 500 Elder Gate, Milton Keynes, MK9 1BB (0303 040 4040) (canalrivertrust.org.uk)
- [6]. Charities Aid Foundation, 25, Kings Hill Avenue, West Malling ME19 4TA (01732 520000) (www.cafonline.org)
- [7]. Charity Commission, PO Box 1329, Liverpool, L69 3DY. (0845 300 0218) (www.charity-commission.gov.uk)
- [8]. Civic Trust Awards, Centrix House, Crow Lane East, Newton-le-Willows, Merseyside, WA12 9UY (01925 273170 or 273171) (www.civictrustawards.org.uk)
- [9]. Coalfields Regeneration Trust, 1, Waterside Park, Valley Way, Wombwell, Barnsley, S73 0BB (01226 270800) (www.coalfields-regen.org.uk)
- [10]. Cooperative Community Membership Fund. Regional Offices and phone numbers. (www.co-operative.coop/membership/local-communities/community-fund) (0800 023 4708}
- [11]. Community Service Volunteers, 237 Pentonville Road, London N11 9NJ (020 7278 6601) (www.csv.org.uk)
- [00]. Conservation Volunteers see The Conservation Volunteers [44]
- [12]. Countryside Council for Wales, Maes-y-Ffynnon, Penrhosgarnedd, Bangor LL57 2DW (0845 130 6229) (www.ccw.gov.uk)
- [13]. Department of Agriculture and Rural Development – Northern Ireland, Dundonald House, Newtownards Road, Belfast BT4 3SB (0300 200 7852) (www.dardni.gov.uk)
- [14]. Department for Environment, Food and Rural Affairs (DEFRA), Nobel House, 17 Smith Square, London SW1P 3JR (0845 933 5577) (www.defra.gov.uk)
- [15]. Directory of Social Change, 24 Stephenson Way, London NW1 2DP (020 739 4800) or Federation House, Hope Street, Liverpool L1 9BW (051 708 0117) (www.dsc.org.uk)
- [16]. Easyfundraising Ltd. Litchfield Business Village, The Friary, Litchfield, Staffs., WS13 6QG (0121 285 4823) (easyfundraising.org.uk)
- [17]. English Heritage, 1, Waterhouse Square, 138 - 142 Holborn, London, EC1N 2ST (020 7973 3000) (www.english-heritage.org.uk)
- [18]. English Partnerships, 110 Buckingham Palace Road, London SW1W 9SA (020 7881 1600) (www.englishpartnerships.co.uk)
- [19]. Entrust, 60, Holly Walk, Royal Leamington Spa, Warwickshire, CV32 4JE (0926 488300) (www.entrust.org.uk)

- [20]. Environment Agency, National Customer Contact Centre, PO Box 544, Rotherham, S60 1BY (03708 506506) (www.environment-agency.gov.uk)
- [21]. Environment Wales, Baltic House, Mount Stuart Square, Cardiff, CF10 5FH (029 2043 1727) (www.environment-wales.org)
- [22]. European Commission:
 Europe House, Smith Square, London SW1P 3EU (020 7973 1992)
 74 -76 Dublin Road, Belfast BT2 7HP (0128 9024 0708).
 9 Alva Street, Edinburgh, EH2 4PH (0131 225 2058)
 2 Caspian Point, Caspian Way, Cardiff, CF10 4QQ (029 2089 5020)
 (www.ec.europa.eu/index_en.htm)
- [23]. Grants On-line, P.O. Box 5965, 26, Eastworth Road. Verwood, BH31 9AB. (01202 823595) (grantsonline.org.uk)
- [24]. Groundwork UK, Lockside, 5, Scotland Street, Birmingham B1 2RR (0121 236 8565) (www.groundwork.org.uk)
- [25]. Healthy Waterways Trust. (www.healthywaterwaystrust.org.uk)
- [00]. Heritage Alliance see The Heritage Alliance
- [26]. Heritage Lottery Fund, 7 Holbein Place, London SW1W 8NR (0207 591 6000) (www.hlf.org.uk). Application Helpline - 0207 591 6042) (enquire@hlf.org.uk)
 East of England: Terrington House, 13 – 15 Hills Road, Cambridge CB2 1NL (01223 224870)
 East Midlands: 1st Floor, Granby House, 44 Friar Lane, Nottingham NG1 7AR (0115 934 9050)
 London and South East: located at main address above.
 South West: 3rd Floor, Balliol House, Southernhay Gardens, Exeter, EX1 1NP (0139 222 3950)
 North West: Carvers Warehouse, 77, Dale Street, Manchester M2 4WQ (0161 200 3470)
 Northern Ireland: 51-53 Adelaide Street, Belfast BT2 8FE (0289 031 0120)
 Wales: 9 Museum Place, Cardiff, CF10 3BD (029 2034 3413)
 West Midlands: Grosvenor House, 14 Bennetts Hill, Birmingham, B2 5RS (0121 616 6870)
 Yorkshire and Humber: 4th Floor, Carlton Tower, 34, Saint Paul's Street, Leeds, LS1 2QB (0113 388 8030)
- [27]. HM Revenue and Customs (Charities), Charities Correspondence S0708, PO Box 205, Bootle L69 9AZ Charities Helpline – 0845 3020203; (www.hmrc.gov.uk)
- [28]. Homes and Community Agency, Milton Keynes (Registered address for legal documents), Central Business Exchange II. 406-412 Midsummer Boulevard, Central Milton Keynes, MK9 2EA, Warrington, Arpley House, 1 10 Birchwood Boulevard, Birchwood, Warrington, WA3 7QH, London, Maple House, 149 Tottenham Court Road, London, W1T 7BN. (0300 1234 500) (www.homesandcommunities.co.uk)
- [29]. Inland Waterways Association, Island House, Moor Road, Chesham, HP5 1WA. (01494 783453). IWA Restoration Committee and wrg are also at this address (www.waterways.org.uk)
- [30]. Institute of Fundraising, Market Towers, 1 Nine Elms Lane, London SW8 5NQ (020 7627 3436) (www.institute-of-fundraising.org.uk)
- [31]. Landfill Tax Credit Scheme, c/o HM Customs & Excise (National Advice Service 0845 010 9000) (www.ltc.org.uk)
- [32]. National Assembly for Wales, Cardiff Bay, Cardiff CF99 1NA (029 2082 5111) (www.wales.gov.uk)
- [33]. National Association of Councils for Voluntary Service, The Tower, 2, Furnival Square, Sheffield S1 4QL (0114 278 6636) (www.nacvs.org.uk)
- [34]. National Council for Voluntary Organisations, Society Building, Regents Wharf, 8 All Saints Road, London, N1 9RL (020 7713 6161) (www.ncvo-vol.org.uk)

- [35]. Natural England, Foundry House, 3 Millsands, Riverside Exchange, Sheffield, S3 8NH (01845 600 3078) (www.english-nature.org.uk)
- [36]. Northern Ireland Office, Stormont House, Stormont Estate, Belfast BT4 3SH (028 9052 4420) (www.nio.gov.uk) See also [13]
Dept of Environment (Environment & Heritage Service) 5-33 Hill Street, Belfast BT1 2LA (0845 302 0008) (www.doeni.gov.uk)
- [37]. Scottish Canals (officially British Waterways), Caledonian Canal Office, Seaport Marina, Muirtwon Wharf, Inverness, IV3 5LE, (01463 725500), Crinan Canal Office, Pier Square, Ardrishaig, Lochgilphead, Argyll, PA30 8DZ (01456 603210), Lowlands Canal Office, Canal House, Applecross Street, Glasgow, G4 9SP (0141 332 6936) (www.scottishcanals.co.uk)
- [38]. Scottish Executive, St Andrews House, Regent Road, Edinburgh EH1 3TG (0131 556 8400) (www.scotland.gov.uk)
- [39]. Scottish National Heritage, Great Glen House, Leachkin House, Inverness, IV3 8NW (01463 725 000) (www.snh.org.uk)
- [40]. Scottish Waterways Trust, New Port Downie, Lime Road, Falkirk, FK1 4RS (01324 677809) (www.scottishwaterwaystrust.co.uk)
- [41]. Sport England, 3rd Floor, Victoria House, Blooms bury Square, London WC1B 4SE (020 7273 1500) (www.sportengland.org)
- [42]. Sports Council of Northern Ireland, House of Sport, 2a Upper Malone Road, Belfast BT9 5LA (028 9038 1222)
- [43]. Sport Scotland, Doges, Templeton on the Green, 62, Templeton Street, Glasgow, G40 1DA (0141 534 6500) (sportscotland.org.uk)
- [44]. Sport Wales, Sophia Gardens, Cardiff CF11 9SW (0845 045 0904) (www.sportwales.org.uk)
- [45]. The Conservation Volunteers (TCV), Serum House, Mallard Way, Doncaster DN4 8DB (01302 388883) (www.tcv.org.uk)
- [46]. The Heritage Alliance, Clutha House, 10 Storey's Gate, London, SW1P 3AY (0207 2330 900) (www.theheritagealliance.org.uk)
- [47]. Wessex Watermark, c/o The Conservation Foundation, 1 Kensington Gore, London SW7 2AR (020 7591 3111) (www.wessexwatermark.co.uk).