



Scotland Funders'
Forum



Funding for the Future

Monday 20th November 2017

University of Strathclyde Technology and
Innovation Centre

Conference Report

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Please also see the first edition of the “Funding for the Future” Briefing which explores the funding environment in Scotland and is available [here](#). We plan to publish updated editions each year.

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Message from Conference Organisers

We are delighted to share this report of the first “Funding for the Future” conference which was held in November 2017. The conference aimed to bring together a large and diverse group of funders and third sector organisations to explore key funding issues in Scotland and develop agreement on improvement priorities.

We are pleased that the majority of participants who provided feedback after the event, believe the conference achieved this aim. We are also very grateful to the many people and organisations who contributed to this important event, including participants, contributors, organisers and supporting organisations.

Scotland Funders’ Forum members will work with members of ACOSVO, SCVO and colleagues in local and central government to take forward the improvement priorities identified at the conference.

We envisage that there will be more “Funding for the Future” events to facilitate active involvement and review progress. Please get in touch if you wish to contribute or have further comments or suggestions.

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1. Introduction

Conference Aims and Objectives

The aim of the Funding for the Future conference was to help funders of all types and third sector organisations (of all types and sizes) in Scotland to start to explore how they could work more effectively together to contribute to a fairer, prosperous and sustainable Scotland.

The conference was intended to support the following.

- ◆ Development of shared understanding of:
 - ◆ the current contribution and future potential of the third sector to support improved and sustainable quality of life, well being and social justice in Scotland
 - ◆ the current funding environment in Scotland, including grants, loans and fees for services, and how this could be improved to provide more effective and sustainable support to the third sector.
- ◆ Identification of priority actions and collaboration opportunities which could be taken forward after the conference.

To support discussion, a draft “Funding for the Future” briefing, providing an overview of the current policy, practice and funding environment in Scotland, was prepared by the organisers and shared with participants prior to the event. This briefing will be published in March 2018 on the Scotland Funder’s Forum, ACOSVO and SCVO websites and updated annually so it continues to provide a useful resource for funders and third sector organisations.

Conference Participants

There were around 170 participants including Chief Officers and senior representatives of:

- ◆ funders from the public sector
- ◆ Scottish and UK independent grant-making Trusts
- ◆ Scottish and UK corporate funders
- ◆ Scottish and UK Social Investors
- ◆ Scottish national and local third sector organisations

Around 150 different organisations were represented at the conference, encompassing local, regional, Scotland-wide and UK-wide organisations. Please see the full list of participants in Appendix 1.

Conference Programme

10:30 – 11.00 Registration, refreshments and networking

11.00 - 11.40 Morning Plenary: Setting the Scene

Chair: Pat Armstrong, CEO, ACOSVO

Panel

- ◆ Amanda Callaghan, Head of Promoting Prevention Team, in the Directorate for Children and Families, Scottish Government
- ◆ Kenneth Ferguson, Director, Robertson Trust
- ◆ Edel Harris, Chief Executive, Cornerstone
- ◆ Councillor Peter Johnston, Health and Social Care Spokesperson, COSLA
- ◆ Naseem Wali, Manager, Minority Communities Addiction Services

11.45 – 13:15 Workshops

Topics

1. How can availability, security and duration of funding for the third sector be improved?
2. How can applying for funding by third sector organisations be made as easy and effective as possible?
3. How can third sector organisations be supported to develop their capacity, effectiveness, resilience and sustainability?
4. How can funding and third sector organisations work together to increase investment and delivery of measures which support prevention and early action across economic, social and environmental issues?
5. How can third sector organisations be supported more effectively to capture robust evidence on their impact and how this was achieved?
6. How can third sector organisations and funders collaborate to share learning and influence wider improvements to practice and policy more effectively?

13.15 – 14:20 Lunch and Networking

14:25 – 16:00 Afternoon Plenary – Improvement Priorities and Next Steps

Chair: Maddy Halliday, Convenor Scotland Funders' Forum

Panel

- ◆ Gareth Allen, Strategic Lead Higher Education Funding, Governance, and Student Support, Scottish Government
- ◆ Roddy Byers, Head of Funding (Scotland), Big Lottery Fund
- ◆ Jamila Hassan, Manager, Together for Better Life
- ◆ Councillor Peter Johnston, Health and Social Care Spokesperson, COSLA
- ◆ Theresa Shearer, CEO, Enable Scotland

15:50 Conclusion: reflection, next steps, thanks and close

2. Morning Plenary Session: Setting the Scene

Purpose:	Panel members outlined their views of the key challenges and opportunities for funding in Scotland and replied to questions from participants.
Chair:	◆ Pat Armstrong , CEO, ACOSVO
Panel:	<ul style="list-style-type: none"> ◆ Amanda Callaghan, Head of Promoting Prevention Team, in the Directorate for Children and Families, Scottish Government ◆ Kenneth Ferguson, Director, Robertson Trust (large, independent funder) ◆ Edel Harris, Chief Executive, Cornerstone (large, national charity) ◆ Councillor Peter Johnston, Health and Social Care Spokesperson, COSLA (local government) ◆ Naseem Wali, Manager, Minority Communities Addiction Services (small charity)

Summary of key points

Challenges for third sector organisations

- ◆ The financial stability of the third sector is at risk.
 - ◆ Since 2008 the third sector has had to cope with continuing financial problems, causing significant sustainability challenges.
 - ◆ Larger and smaller organisations are surviving, with most pressure on middle-sized third sector organisations.
- ◆ Securing funding is not easy. Challenges include:
 - ◆ Funder requirements and language
 - ◆ Duration and sustainability of funding which is often very short-term
 - ◆ Difficulty of finding match funding
 - ◆ Stress when funding is ending
- ◆ Larger charities can be excluded from grant funding because of high turnover and reserves.
- ◆ Small charities need ongoing support from funders or others but this is not always available.

- ◆ Some funders do not understand the relationship between charitable funding and contract funding for third sector organisations.
- ◆ Significant barriers exist for third sector organisations – especially smaller ones - wishing to secure local government contract funding due to procurement processes.
- ◆ The key role of third sector organisations in providing essential support to vulnerable people in local communities using both their contract and fundraised income is not sufficiently recognised by funders.

Opportunities for third sector organisations

- ◆ There would be more opportunities for charities in public service provision if local government changed its procurement processes and worked with the third sector to improve design and delivery of key services.
- ◆ The Scottish Government has made a commitment in its Programme for Government to:
 - ◆ extend three-year rolling funding to third sector organisations where possible
 - ◆ provide clarity when funding is ending
 - ◆ support longer term planning

Challenges for funders

- ◆ Since 2008, austerity has made funding challenging as needs increase and the availability of funds reduce. The next 5-10 years are likely to be harder still.
- ◆ The quality of applications varies considerably. Poor applications may not get funding even if the cause is important.
- ◆ Funders' capacity to support applicants varies greatly. Smaller funders have no or only one or two staff.
- ◆ Local government needs a fair funding settlement from central government so it can deliver its responsibilities effectively, including funding for the third sector.

Opportunities for funders

- ◆ More risk taking and innovation.
- ◆ Improved collaboration between funders.
- ◆ Helping to make the Community Empowerment (Scotland) Act a reality.
- ◆ Everything should be considered in terms of local government investment, including redesign of service provision.

Moving forward

- ◆ With decreasing local authority grant funding, independent funders need to review what they fund and how.
- ◆ Funders need to provide more “core” funding.
- ◆ Funders and third sector organisations need to understand each other better and work together to achieve shared goals.

3. Workshops

Each workshop explored a different aspect of the funding environment in Scotland through a facilitated discussion, examining challenges and opportunities from the point of view of both funders and third sector organisations. Workshop participants were asked to agree on three improvement priorities to feedback to the afternoon plenary session.

The agreed improvement priorities may have been previously identified. The intention of this conference was to get wider agreement on these priorities with a shared commitment to progress.

The top three improvement priorities and key discussion points for each workshop are outlined below.

Workshop 1(a) and 1(b): How can availability, security and duration of funding for the third sector be improved?

Workshop 1(a)	
Facilitator:	Carolyn Sawers, Deputy Chief Executive, Corra Foundation
Rapporteur:	Mhairi Reid, Policy and Learning Advisor, Big Lottery Fund
Top three improvement priorities:	
<ul style="list-style-type: none"> ◆ Realistic time scales (for applying and spending grants) to support good work. ◆ A strengthened voice for the third sector to influence the funding system, especially through funding for intermediary organisations such as local Third Sector Interfaces. ◆ More time and resources to support better collaboration between: <ul style="list-style-type: none"> ◆ Third sector organisations to share good practice and learning ◆ Funders to share good practice in grant making ◆ Funders and funded organisations 	
Other key points from the discussion:	
<p>Participants were asked to explore the workshop topic through three consecutive discussions about 'the good', 'the bad' and 'the brave'.</p>	

The Good – what good practice have you seen/experienced?

- ◆ the realisation that core funding is important and it's not just all about 'projects'.
- ◆ Funding that is going directly into communities/place-based funding and funding going to organisations that are not the 'usual suspects'.
- ◆ People are investing time in working together.
- ◆ An increasing shift to measuring impact and more support from funders for organisations to get better at doing this.
- ◆ More flexibility from funders.

The Bad - what have you seen/experienced that hasn't been good?

- ◆ Very hard to find funding for intermediaries.
- ◆ A lack of willingness to try to fund for 3-years across all Government departments.
- ◆ A lot of silo working still going on and evidence that funding cross-collaboration isn't always possible for some funders/public sector bodies.
- ◆ Lack of flexibility in moving budgets around.
- ◆ A positive evaluation doesn't always lead to service change or a commitment from a local authority.
- ◆ A real issue with some Scottish Government funds – poor communications and updates, an inability to deliver on time and lack of urgency.

The Brave – what things could be done to make improvements?

- ◆ Application processes could be much easier and more standardised.
- ◆ Funders could share more information about good applications that are unsuccessful (because of demand or fit) – put it out to their networks to see if anyone else wants to pick it up.
- ◆ Don't only fund charities – the voluntary sector is much bigger than that.
- ◆ Funders should talk to each other more often to find out where the genuine gaps are in communities or in thematic areas.
- ◆ Government have got to have room for marginal/unusual/riskier stuff to have a place and shouldn't focus all resources on the political 'flavour of the month'.

Workshop 1(b)

Facilitator: Keith Wimbles, Chief Executive, Voluntary Action Fund

Rapporteur: Linda Macdonald, Innovation and Learning Manager, Robertson Trust

Top three improvement priorities:

- ◆ An equal partnership between funder and funded organisations.
- ◆ Better collaboration between funders and funded organisations.
- ◆ Funding to be provided in advance and more flexible use of funds.

Other key points from the discussion:

In this workshop participants separated into groups to discuss in turn the challenges and possible solutions relating to availability, security and duration.

Availability

- ◆ Challenges
 - ◆ Full Cost Recovery.
 - ◆ Funding mechanisms need to encourage collaboration.
 - ◆ How do we co-ordinate access to services?
- ◆ Solutions
 - ◆ Local authorities and funders need to clarify their roles in the new system – will funders step in where local authorities have stepped back?
 - ◆ Joined-up services.
 - ◆ Empowering and involving communities in funding decisions (what is the role of Community Planning Partnerships/Local Outcome Improvement Plans in this?).

Security

- ◆ Challenges
 - ◆ Moving goalposts around funding and impact.
 - ◆ Payment schedules – payment in arrears is problematic.
 - ◆ Making third sector organisations more commercial (requires support).
- ◆ Solutions
 - ◆ Early access to advice/support (from funders) around expectations.
 - ◆ Being able to have flexible conversations between funders/funded.
 - ◆ Understanding that projects can evolve and change.

- ◆ Make core funding really core funding (not project funding in disguise).
- ◆ Funders need to trust organisations with their money – they don't need to account for how they have spent every single penny.
- ◆ Need to move away from "parent/child" relationship between funders/funded – requires trust.
- ◆ More strategic funding partnerships – move out of the silos.
- ◆ Funders need to lead – but collaborate with funded organisations.
- ◆ Better funder collaboration around managing grants/grantees.

Duration

- ◆ Challenges
 - ◆ Funders can be too numbers driven (quantity = quality) and often look for short term results.
 - ◆ This leads to a "Jump. How high?" relationship between funder and funded.
 - ◆ Funders can be too rigid in terms of how their money can be used.
- ◆ Solutions
 - ◆ Longer term funding (e.g. 5 years).
 - ◆ More honesty around complexity.
 - ◆ Support 'lead in' time for projects.

Workshop 2: How can applying for funding by third sector organisations be made as easy and effective as possible?

Facilitator:	Lesley MacDonald, Head of Giving, Robertson Trust
Rapporteur:	Ulrik Westen-Jensen, Funding Officer, Big Lottery Fund
<p>Top three improvement priorities:</p> <ul style="list-style-type: none"> ◆ Funders to get together to develop a shared platform to help third sector organisations with funding. ◆ More support for “project” planning should be provided (let the project dictate the funding, not the other way around). ◆ Points of contact and “real person” interaction should be provided to build trust and sustain relationships between applicants, funded organisations and funders. 	
<p>Key points from the discussion:</p> <p>Criteria</p> <ul style="list-style-type: none"> ◆ Clear steer on criteria as they can become too vague/open with the risk of encouraging third sector organisations to allocate resources to applying for the funds despite a poor fit. ◆ There needs to be an understood balance between funders and third sector organisations when it comes to following funders’ criteria but also allowing for adjustments based on the applicant’s remit. <p>Access and support</p> <ul style="list-style-type: none"> ◆ Easy access to funders is vital. Provision of contact telephone number, email address and point of contact will strengthen relationship between parties. It will also ensure that groups will be confident when contacting funders. The personal interaction is important. ◆ Non-funding support could be explored a bit more. Emphasis could be put on the strategic development of project ideas and organisations. <p>Processes</p> <ul style="list-style-type: none"> ◆ Funders should consider diversifying methods of applying for funding. For example allow for storytelling/case studies, meetings, ongoing conversations rather than written information. 	

- ◆ More can be done in the application process to ensure that there clarity between perception and reality, for example emphasising success rates and highlight case studies.
- ◆ Funders can do more work jointly and streamline some of their processes to ensure third sector organisations can navigate better.
- ◆ Pre-application questionnaire about eligibility is a valuable tool for applicants.
- ◆ The requirement of match funding can be an issue for third sector organisations as different funders and funding pots do not operate or align their processes in accordance with each other.
- ◆ Funders should be flexible about timing and potential project delay; some funders request grant holders to re-apply if the project has encountered a delay.

Language

- ◆ There should be a recognition of the different language and requirements used to write applications for charitable funders and statutory funders. Can the language be streamlined more across the different streams?
- ◆ Terminology and jargon in forms and processes are a continuous challenge – both for larger organisations and, even more so, smaller organisations. Jargon can be scary.

Funded activities

- ◆ Third sector organisations highlighted the continuous difficulty between innovation ('new project') vs continuation of existing work, with most funding aimed at the former. What if current strategy and delivery model is good with an effective reach?
- ◆ Sometimes funding core activities will enable organisations to free up the necessary time and resources to be innovative and develop new ideas.
- ◆ Third sector organisations can be better at proactively developing ideas and funding proposals rather than being reactive; it is easier to develop an idea and then identify an appropriate funding stream, rather than tailoring an idea to fit a certain funding programme. Is there room for funders to play a role here or offer support?

Workshop 3: How can third sector organisations be supported to develop their capacity, effectiveness, resilience and sustainability?

Facilitator:	Steve McCreadie, CEO, The Lens
Rapporteur:	Eric Samuel, Secretary, SFF and Senior Policy and Learning Manager, Big Lottery Fund
<p>Top three improvement priorities:</p> <ul style="list-style-type: none"> ◆ Funders should be willing to support transition over the longer term and pay the additional costs involved. ◆ Funders should provide more funding for improvement and innovation. ◆ Funders and funded organisations need to establish deeper partnerships to support “learning, testing, failing, developing” cycles, allowing risk through innovation. 	
<p>Other key points from the discussion:</p> <p>What third sector organisations can do</p> <ul style="list-style-type: none"> ◆ Use research/evidence to create a compelling case for investment, including: <ul style="list-style-type: none"> ◆ Using Social Return on Investment or other financial tools ◆ Both funded and funders invest in innovation ◆ Share evidence – collaborate ◆ Test ideas and approaches – learn from what works and what doesn’t. ◆ Use intermediaries – for the right things. ◆ Use your funder as a professional, critical friend. ◆ Educate/train trustees about risk and how fundraising is part of their role ◆ Look at funders’ exclusions first. ◆ Develop a concise summary of what they need and the difference it makes. <p>What funders can do</p> <ul style="list-style-type: none"> ◆ Fund capacity to take part in collaboration, relationship building, evidence gathering/sharing and learning. ◆ Provide specific funding for innovation. ◆ Longer term funding of core work. ◆ Provide phone and face-to-face support, especially to smaller groups, both pre-application and pre-reporting. A named contact is vital. 	

- ◆ Seek balance in the spread of funding across small, medium and large sized organisations to achieve diversity, reach and access.
- ◆ Be willing to learn from failure as well as success.
- ◆ Information/training/mentoring for smaller third sector organisations.

Workshop 4(a) and 4(b): How can funding and third sector organisations work together to increase investment and delivery of measures which support prevention and early action across economic, social and environmental issues?

Workshop 4(a)	
Facilitator:	Dan Paskins, Chair, Early Action Funders' Alliance
Rapporteur:	Dawn Revie, PA to CEO, Life Changes Trust
Top three improvement priorities:	
<ul style="list-style-type: none"> ◆ Partnerships: charities and funders need to work together, with shared values. ◆ Engagement and empowerment of communities: build public awareness, take people with you and make them active participants. ◆ Share intelligence and learning: multi agency partnerships, recognition of different strengths and learning from other countries and places. 	
Other key points from the discussion:	
Challenges	
<ul style="list-style-type: none"> ◆ We are not always operating alone, early action requires an alignment of different strategies (including local and national government). ◆ Working towards long term outcomes. ◆ There is difficulty in demonstrating cost savings. 	
What is already being done well?	
<ul style="list-style-type: none"> ◆ There has been a culture shift in the last few years from being reactive to being proactive. ◆ Sharing learning and intelligence between organisations. ◆ Positive example of multi-agency homelessness projects. <ul style="list-style-type: none"> ◆ strong ethos of working together ◆ recognition of collaborative strengths ◆ attractive to private funders as a funding opportunity 	

What kind of resources enable effective delivery?

- ◆ Flexible funding.
- ◆ Time to think and plan.
- ◆ The creation of equal partnerships.
- ◆ Different funders working together.
- ◆ Community engagement.
- ◆ Understanding and acting on the wider system.
- ◆ Funders understanding their current funding portfolio e.g. classifying current early action spend for monitoring.

The role of evidence and evaluation

- ◆ From third sector organisations' perspective, can feel like there is never quite enough evidence to satisfy funders.
- ◆ Some evidence takes a long time other kinds can generate 'quick wins'.
- ◆ How can we generate evidence which doesn't just "prove" in 10 years' time what should have been done, but helps others to "improve" the services we deliver on a day to day basis?
- ◆ Flexibility on how early action is evidenced – the value of stories?

What is it that would let us know that we have made a difference?

- ◆ Making what we do publicly visible/accessible (e.g. through case studies on individuals, videos, etc.).
- ◆ Proportionate, appropriate and realistic expectations from funders on the type and amount evidence required for a given activity.
 - ◆ Needs to be balanced with an interest from funded organisations in feeding back – can't just 'take the money and run'.
 - ◆ Requires more investment in the funder/fundee relationship?
- ◆ Learning equally from activities that are not a success as from those that are a success.

Workshop 4(b)

Facilitator: Ben Robinson, Director, Early Action Funders Alliance

Rapporteur: Deborah Hay, Policy and Learning Advisor, Big Lottery Fund

Top three improvement priorities:

- ◆ Maintain a good dialogue at all levels (including grassroots)
- ◆ Focus on innovation and scale.
- ◆ Celebrate the journey and distance travelled - sustainable work takes time.

Other key points from the discussion:

- ◆ The logic is clear with Early Action, but *how* to achieve this, across local areas, multiple policy areas and strategic partnerships, is less clear.
- ◆ The benefits or wider impacts of an “Earlier Action-whole life approach” may take a long time to realise (10, 20 years plus) – certainly well in excess of a political life-cycle - significant constraint to taking a longer term lens?
- ◆ Evaluation – knowing which approaches are most effective is challenging
- ◆ Collaboration is needed but securing funding for effective collaboration can be a challenge – most will fund work with direct impact for clients, but what about the costs of exploration between organisations/sectors?
- ◆ There is a real challenge ensuring all partners share accountability for achieving outcomes (no matter whose budgets are being cut/spared or whose Performance Indicators are being met).
- ◆ It can take time, space and money to build trust - is there a role for funders to create that platform/space?
- ◆ How do we meet levels of acute need now – whilst finding the capacity to shift to a different approach and fund the costs of ‘transformation’?
- ◆ Shifting actual spend is challenging – both funding specific risk or innovation and/or top slicing existing expenditure to invest in earlier action work.
- ◆ There is a challenge in understanding at what point in the system to intervene.
- ◆ There is a need to involve front line experience – workers/ staff and grassroots organisations.

- ◆ Systems leadership is required – building the capacity of local systems and culture.
- ◆ Scale of available investment – is there enough funding to really start to ‘shift the dial’?
- ◆ Scale of impact – moving from pockets of good practice to transformational practice. How do we influence the influencers – in taking good practice ‘to scale’?

Workshop 5: How can third sector organisations be supported more effectively to capture robust evidence on their impact and how this was achieved?

Facilitator:	Graeme Reekie, Wren and Greyhound Consultancy
Rapporteur:	Mark Dobson, Business Manager, Life Changes Trust
Top three improvement priorities:	
<ul style="list-style-type: none"> ◆ Funders and funded organisations need to acknowledge the importance of learning and improvement. ◆ Funders need to invest in and facilitate learning. ◆ Learning needs to be supported across sectors and localities. 	
Other key points from the discussion:	
<ul style="list-style-type: none"> ◆ Funding learning: what works in different areas? ◆ Challenge: the space to take risks/innovate vs. the requirement to demonstrate impact. ◆ We need clarity on what evidence is valued by funders. ◆ Third sector organisations need to build the project's outcomes and then find the funder – don't build the project to meet the funder (don't chase funding). ◆ We need clarity on how evidence is used to learn from and inform future support. ◆ How to bring operational staff/volunteers on board with the need for collecting information for reports? (situation/culture-based) ◆ Have a single point of contact for application, support and reporting. ◆ We need to ensure that expectations are managed throughout. ◆ Are current evaluation techniques for social outcomes robust enough? ◆ Standardised applications and reporting. ◆ IT systems (especially databases) needed for evaluation – may require additional funding. ◆ New technology presents an opportunity – e.g. open data platforms for sharing evidence/impact ◆ A third sector 'evidence standard'? 	

Workshop 6: How can third sector organisations and funders collaborate to share learning and influence wider improvements to practice and policy more effectively?

Facilitator:	Maddy Halliday, Convenor, Scotland Funders' Forum and CEO, Life Changes Trust
Rapporteur:	Colleen Souness, Evaluation Officer, Robertson Trust
<p>Top three improvement priorities:</p> <ul style="list-style-type: none"> ◆ We need more discussion and agreement about what counts as evidence (good/valid, appropriate, proportionate). ◆ Funding is needed to support third sector and funders to have capacity to: <ul style="list-style-type: none"> ◆ Capture evidence and learning ◆ Share evidence and learning ◆ Use evidence and learning to guide improved policy and practice ◆ We need to share and support learning and change in different ways: <ul style="list-style-type: none"> ◆ Publications ◆ Conversations ◆ Collaboration 	
<p>Other key points from the discussion:</p> <p>Challenges in speaking "truth to power"</p> <ul style="list-style-type: none"> ◆ Public sector funders often don't listen to third sector organisations if the evidence they're offering is critical ◆ Sharing evidence is especially difficult for organisations calling for fundamental change or when evidence offers a challenge to the sector; doesn't 'fit' with government; or how services are currently managed. ◆ Some in the third sector can be protective of what evidence might say since it can be seen as a threat to funding or the status quo – makes it more difficult for evidence to be shared. ◆ Though it can be difficult to reach and engage with key audiences, sharing of learning is critical – we need to understand how evidence is best delivered. 	

Potential for funding models that provide resources and opportunities to learn and share information

- ◆ Bring together funded organisations to share learning in real time about the things they are delivering. If you wait to share learning only when it's all finished, it may be too late
- ◆ Funding designated for disseminating learning, should either be built into initial grants or through a separate 'dissemination grant'. By the time that reports and evidence comes out, it's often after the end of funding, and there's no time or resources to do a newsletter, conference or facilitate forums/meetings to share the learning.
- ◆ Funders have to look at a package of support and embed that in the funding itself to enable ways to build evidence/capacity - and necessary for funders to support each other

The type of evidence – and how it is gathered – matters

- ◆ It is hard to evidence contribution to saving money (e.g. how much money an activity has saved public services). It also devalues what counts; the pursuit of financial impact can devalue the impact an intervention has on people's lives.
- ◆ How do we develop a shared understanding of what evidence matters and what's important to the third sector and the public sector?
- ◆ Evaluation of health-based services or projects can be trickier because of the influence of clinical-based standards of evidence which may not always be appropriate.
- ◆ It is particularly difficult for community groups to carry out similar levels of evidence gathering as larger organisations. We must look at what's possible and proportionate

Gather evidence appropriately

- ◆ There are issues around gathering evidence in a way that is appropriate to the people involved. We must not undermine our message or values just to gather evidence.
- ◆ We need to look at the shift from 'needs based' to 'asset based' and how you gather and share evidence in an asset-based way. Or, have a balance of both – we still must recognise the real experience of deprivation and need in a group of people or area.
- ◆ 'Theory of change' is often interpreted or presented as 'fact of change'; people lose the idea that we need to probe things rather than present theories as a given.

Funders' have a lot of intelligence and knowledge from grantees

- ◆ Funders have a lot of data about what is effective but don't share this reliably.
- ◆ Funders and funded need to collaborate to share this learning.

Capacity is limited for many organisations to generate and share evidence – and for some funders

- ◆ Organisations may have lots of information but no or little capacity to analyse and share the learning from it. This is a challenge for both funders and the third sector.
- ◆ If gathering evidence and sharing learning is a part of 'capacity building', we need to understand that many smaller third sector organisations don't have the capacity to have their 'capacity built'. They're far too busy delivering. It is also the responsibility of funders and third sector organisations to recognise the costs of capacity building - it's not free.
- ◆ Collectively we need to improve how we do capacity building.

Influencing policy and practice

- ◆ The term 'sharing learning' may be problematic. Is sharing meant to be reciprocal? In sharing learning, we have to consider who are our audiences are, and what do they need to do with it?
- ◆ If influencing is the reason for sharing learning, we need to make it clear how it works and what resources are required.
- ◆ We must consider the role of social movements in achieving change. Learning or influencing is not only achieved by sharing evidence.

Sharing learning must be more than producing a 'report'

- ◆ There is a perception that information is not 'useful' unless written but it also needs to be talked about. We have to make space and time to do this.
- ◆ There is a cost to sharing. Organisations can't necessarily afford to share the knowledge they build up for free.
- ◆ Networking through digital platforms could be used more to share and discuss learning.

4. Afternoon Plenary Session: Improvement Priorities and Next Steps

Purpose:	To explore the improvement priorities identified in each workshop and clarify next steps.
Chair:	<ul style="list-style-type: none"> ◆ Maddy Halliday, Convenor, Scotland Funders' Forum and CEO, Life Changes Trust
Panel:	<ul style="list-style-type: none"> ◆ Gareth Allen, Strategic Lead Higher Education Funding, Governance, and Student Support, Scottish Government ◆ Roddy Byers, Head of Funding (Scotland), Big Lottery Fund (large independent funder) ◆ Jamila Hassan, Manager, Together for Better Life (small charity) ◆ Councillor Peter Johnston, Health and Social Care Spokesperson, COSLA (local government) ◆ Theresa Shearer, CEO, Enable Scotland (large, national charity)

Representatives from each workshop were invited to share their top three actions – or “improvement priorities”. Panel members and participants were invited to discuss.

Summary of key points

Workshop 1(a) and 1(b): How can availability, security and duration of funding for the third sector be improved?

Proposed improvement priorities from workshop participants (edited to avoid duplication)

- ◆ Realistic time scales (for applying and spending grants) to support good work.
- ◆ Funding to be provided in advance.
- ◆ More flexible use of funds.
- ◆ A strengthened voice for the third sector to influence the funding system, especially through funding for intermediary organisations such as local Third Sector Interfaces.
- ◆ More time and resources to support better collaboration between:
 - ◆ Third sector organisations to share good practice and learning
 - ◆ Funders to share good practice in grant making

- ◆ An equal partnership between funder and funded organisations.

Summary of key discussion points

- ◆ Collaboration between funders and third sector organisations is important, as well as between funders and more resources will be required to do this well.
- ◆ Sharing information and learning more effectively is essential. The Big Lottery fund and other funders are exploring how to do this better.
- ◆ Funders need to be clear about the end of funding and to support funded organisations with transition.
- ◆ The Scottish Government have made a commitment to bring in 3 year funding and are keen to work with third sector around this issue.
- ◆ The 'master/servant' relationship between funders and funded organisations must end.
- ◆ Engagement and empowerment of communities is fundamental to a new relationship between third sector organisations and local authorities.

Workshop 2: How can applying for funding by third sector organisations be made as easy and effective as possible?

Proposed improvement priorities from workshop participants

- ◆ Funders should get together to develop a "shared platform" to help third sector organisations with funding.
- ◆ More support for "project" planning should be provided (let the project dictate the funding, not the other way around).
- ◆ Points of contact and "real person" interaction should be provided to build trust and sustain relationships between applicants, funded organisations and funders.

Summary of key discussion points

- ◆ Options for a supportive funding "platform" should be explored.
- ◆ Funding processes should be proportionate and tailored to what is necessary.
- ◆ Support for applications offered by funders does not always reach smaller organisations which may need additional and targeted support.
- ◆ Funders need to recognise the added value good communications and relationships provide.
- ◆ Funders and third sector organisations need to understand each other's roles, strengths and limitations better.

Workshop 3: How can third sector organisations be supported to develop their capacity, effectiveness, resilience and sustainability?

Proposed improvement priorities from workshop participants

- ◆ Funders should be willing to support transition over the longer term and pay the additional costs involved.
- ◆ Funders should provide more funding for improvement and innovation.
- ◆ Funders and funded organisations need to establish deeper partnerships to support “learning, testing, failing, developing” cycles, allowing risk through innovation.

Summary of key discussion points

- ◆ Funders need to focus on outcomes, not only activities.
- ◆ Funders must be willing to help explore new models for the development of third sector organisations. There are positive examples of this happening already but this needs to be expanded.
- ◆ Funding for innovation should be a priority.
- ◆ Smaller third sector organisations need access to more support and funds to sustain their work.

Workshop 4 (a) and 4(b): How can funding and third sector organisations work together to increase investment and delivery of measures which support prevention and early action¹ across economic, social and environmental issues?

Proposed improvement priorities from workshop participants

- ◆ Partnerships: charities and funders need to work together, with shared values.
- ◆ Engagement and empowerment of communities: build public awareness, take people with you and make them active participants.
- ◆ Share intelligence and learning: multi agency partnerships, recognition of different strengths and learning from other countries and places.
- ◆ Maintain a good dialogue at all levels (including grassroots)
- ◆ Focus on innovation and scale.
- ◆ Celebrate the journey and distance travelled - sustainable work takes time.

¹ Early action = developing capacity to maximise quality of life and wellbeing and prevent or minimise problems/harm.

Summary of key discussion points

- ◆ Early action and prevention are concepts most people fundamentally agree with. However, funding early action may mean less funding for acute and crisis responses, which is difficult to achieve.
- ◆ We need to engage and empower citizens and communities on early action and prevention issues and actions.
- ◆ We need to consider how to engage people and communities which experience cultural/language barriers to participation.
- ◆ Individual budgets and person-centred care contribute to early action.

(Due to the similar themes under discussion, actions from Workshops 5 and 6 were grouped together)

Workshop 5: How can third sector organisations be supported more effectively to capture robust evidence on their impact and how this was achieved?

Proposed improvement priorities from workshop participants

- ◆ Funders and funded organisations need to acknowledge the importance of learning and improvement.
- ◆ Funders need to invest in and facilitate learning.
- ◆ Learning needs to be supported across sectors and localities.

Workshop 6: How can third sector organisations and funders collaborate to share learning and influence wider improvements to practice and policy more effectively?

Proposed improvement priorities from workshop participants

- ◆ We need more discussion and agreement about what counts as evidence (good/valid, appropriate, proportionate).
- ◆ Funding is needed to support third sector and funders to have capacity to:
 - ◆ Capture evidence and learning
 - ◆ Share evidence and learning
 - ◆ Use evidence and learning to guide improved policy and practice
- ◆ We need to share and support learning and change in different ways:
 - ◆ Publications
 - ◆ Conversations
 - ◆ Collaboration

Summary of key discussion points

- ◆ Funding and funded organisations should agree what evidence is required for any given funded project.
- ◆ We need to be careful about the quality of evidence and ensure that it is fit for purpose
- ◆ Funders should be flexible about the evidence base. Independent review of evidence can also be useful.
- ◆ Funders should help funded organisations create, collect and interpret evidence.
- ◆ Small third sector organisations need specific support to use and capture evidence as they have so little capacity for this work.

Conclusion and next steps

Maddy Halliday clarified next steps as follows.

- ◆ The proposed Improvement Priorities would be discussed further by Scotland Funders' Forum and other key organisations and implementation plans developed from spring 2018.
- ◆ The Funding for the Future briefing would be finalised and published by March 2018.
- ◆ The conference report would be prepared and published by March 2018.
- ◆ Email updates would be provided to participants and others.
- ◆ There would be opportunities for continuing involvement. For example, working groups and other Funding for the Future events.

Maddy closed the conference, with thanks to all participants, contributors, supporting organisations and organisers.

Appendix 1: Participants

First Name	Surname	Designation	Organisation
Catherine	Thomas	Head of Partnerships and Philanthropy	Aberlour
Alison	Waugh	Trustee	Abused Men in Scotland
Pat	Armstrong	Chief Executive	ACOSVO
Kirsten	Smith	Events and Marketing Manager	ACOSVO
Kaja	Czuchnicka	Partnership & Enterprise Officer	ACVO TSI
Breda	McGuire	Trustee	Albert Hunt Trust
Karen	Reid	Senior Trusts & Giving Manager	Alzheimer Scotland
Rhonda	McFarlane	Funding Officer	Angus Council
Alan	Staff	Chief Executive	Apex Scotland
Emma	Hutchins	Policy and Communications Officer	Association of Charitable Foundations
Sarah	van Putten	Chief Executive	Befriending Networks
Roddy	Byers	Head of Funding	Big Lottery Fund
Deborah	Hay	Policy and Learning Adviser	Big Lottery Fund
Mhairi	Reid	Policy and Learning Adviser	Big Lottery Fund
Ulrik	Westen-Jensen	Funding Officer	Big Lottery Fund
Alison	Cairns	Chief Executive	Bipolar Scotland
Tina	Cunningham	Community Support Director	Border Biscuits Ltd
Deanna	Wolf	Fundraising Manager	Carers Trust
Meg	Wright	Director	Carers Trust
Susan	Macleod	Senior Fundraising Officer	Carr Gomm
Clair	Malpas	Regeneration Manager	Cassiltoun
Rachel	Campbell	Trust Manager	Cattanach
Richard	Hudson	Business Development Lead	CELCIS
Simon	Thorrington	Regional Manager North West & Scotland	Charity Bank
David	Williams	Go For It Fund Manager	Church of Scotland
David	Redpath	Business Development Manager	Citizens Advice and Rights Fife
David	Macleay	Senior Regeneration Officer	Comhairle nan Eilean Siar
Judith	Lowes	UK Grants Advisor (Scotland)	Comic Relief
Douglas	Westwater	CEO	Community Enterprise
Pauline	Hinchion	Director of Operations	Community Re: Investment Trust
Edel	Harris	Chief Executive	Cornerstone
Carolyn	Sawers	Deputy Chief Executive	Corra Foundation
Cllr Peter	Johnston	Health and Social Care Spokesperson,	COSLA
Sheila	Gordon	Director - Children & Families	CrossReach
Crispin	Longden	Supporter Development Manager	CrossReach
Bill	Clements	Deputy Manager	CVS Inverclyde
Susan	Robinson	Strategic Investment Officer	CVS Inverclyde

First Name	Surname	Designation	Organisation
Katherine	Brough	Behaviour Change Manager	Cycling Scotland
Pete	Mills	Development Officer - Communities	Cycling Scotland
Suzanne	Forup	Head of Development Scotland	Cycling UK
Shona	Morris	Project Manager	Cycling UK
Scott	Stewart	Manager	Disability Information Scotland
Anna	Templeton	Centre Manager	Dr Bell's Family Centre
Nick	Mitchell	Endowment Operational Manager	Dumfries and Galloway Health Board Endowment Fund Charity
Susan	A'Brook	Evaluation and Impact Officer	Dundee International Women's Centre
Ben	Robinson	Director	Early Action Funders Alliance
Dan	Paskins	Chair	Early Action Funders' Alliance
Laura	Moir	Senior Economic Development Officer	East Renfrewshire Council
Charlie	Cumming	Chief Executive	Edinburgh & Lothians Greenspace Trust
Jane	Ferguson	Foundation Director	Edinburgh & Lothians Health Foundation
Owen	Siddalls	Grants Manager	Edinburgh & Lothians Health Foundation
Joan	Fraser	Chair	Edinburgh and Lothian Trust Fund
Zoe	Mobey	Head of Funding & Evaluation	Edinburgh Leisure
Theresa	Shearer	CEO	Enable
Lee	Deane	Development Manager	Eric Liddell Centre
Laura	Bowman	Grants Manager	Esmee Fairbairn Foundation
Roger	Horam	Director	European Development Innovation Network
Nancy	Loucks	Chief Executive	Families Outside
Nicola	Buchanan	Policy Officer	Fife Council
Laura	Mackean	Policy Officer	Fife Council
Gael	Drummond	Head of Operations	Firstport
Caryn	Nicolson	CEO	Frontline Fife
Angela	Harkness	Director of Global Development	Golden Jubilee Foundation
Jenni	McKechnie	Instructor	Helm Training
Helen	Sykes	CEO	Helm Training
Audrey	Dunn	Development Manager	Heritage Lottery Fund
Annie	Mottisfont	Development Officer	Heritage Lottery Fund
Isobel	Murray	Commissioning Officer	Highland Council
Adesanmi	Fasoro	Director	HomePointr CIC
Julie	Hutton	Senior Independent Advocate	Independent Advocacy Perth & Kinross
Mandy	Mailer	Independent Advocacy Worker	Independent Advocacy Perth & Kinross
Celia	Tennant	Chief Executive	Inspiring Scotland
Clair	Ferguson	Funding Development Manager	Instant Neighbour

First Name	Surname	Designation	Organisation
Jane	Paterson	Trustee	John and Alice Watson Charitable Trust
Kirsty	Haigh	Campaign Director	Jubilee Scotland
Jane	Neilson-Adams	Manager	Kincardine and Mearns CAB
Emma	Whitelock	Chief Executive Officer	Lead Scotland
Sirri	Topping	Project Officer (Communities and Events)	LEAP Sports Scotland
Jackie	Howie	Lead Officer	Learning Link Scotland
Anna	Buchanan	Director, Dementia Programme	Life Changes Trust
Craig	Currie	Information and Projects Officer	Life Changes Trust
Mark	Dobson	Business Manager	Life Changes Trust
Maddy	Halliday	CEO	Life Changes Trust
Dawn	Revie	PA to Chief Executive	Life Changes Trust
Naseem	Wali	Manager	Minority Community Addiction Services
Gillian	Urquhart	Director	Moira Anderson Foundation
John	Hinton	Executive Director	Move On
Gillian	Simison	Investment Manager	Museums Galleries Scotland
Asma	Abdalla	Community Engagement and Capacity Building Manager	Next Step Initiative
Ellen	Archibald	Enterprise & Place Development Officer	North Lanarkshire Council
Anne	Connor	Chief Executive	Outside the Box
Najimee	Parveen	Director	PATH (Scotland)
Michaela	Collins	Play Development Manager	PEEK Possibilities for Each and Every Kid
Laura	Chow	Deputy Head of Charities	People's Postcode Lottery
Katherine	Sellar	Community Programmes Advisor	People's Postcode Lottery
Pete	White	Chief Executive	Positive Prison? Positive Futures...
Ann	Pike	Head of Business Development	Quality Scotland
Chris	Holloway	Head of Resilient Scotland	Resilient Scotland
Joanne	McNeill	Investment Manager	Resilient Scotland
Iain	Morrison	CEO	Revive MS Support
Nicola	Hanssen	General Manager	Roar -Connections for Life Ltd
Kenneth	Ferguson	Director	Robertson Trust
Linda	MacDonald	Innovation and Learning Manager	Robertson Trust
Coleen	Souness	Evaluation Officer	Robertson Trust
Simon	Phillips	Head of Business Services	Rock Trust
Kirsty	Smith	Senior Fundraiser	Royal Blind
Douglas	Hamilton	Director	RS Macdonald Charitable Trust
Linsey	Shields	Trust Administrator	Ryvoan Trust
Maddy	Halliday	Convenor	Scotland Funders' Forum (also CEO, Life Changes Trust)

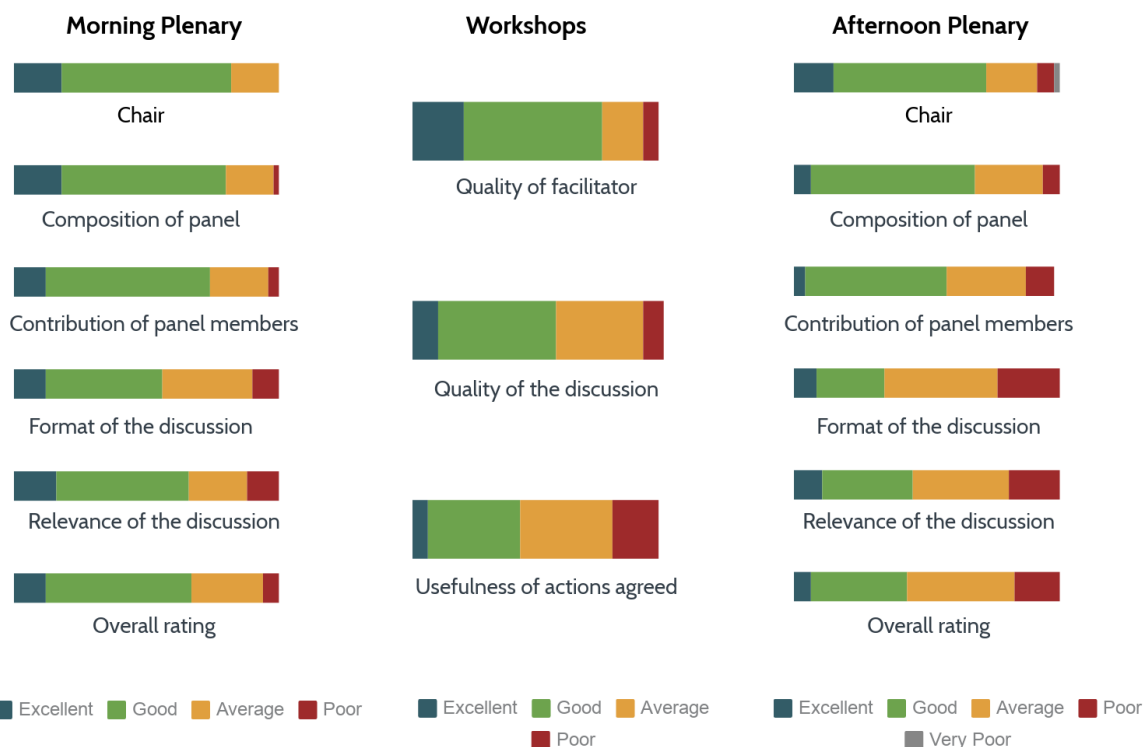
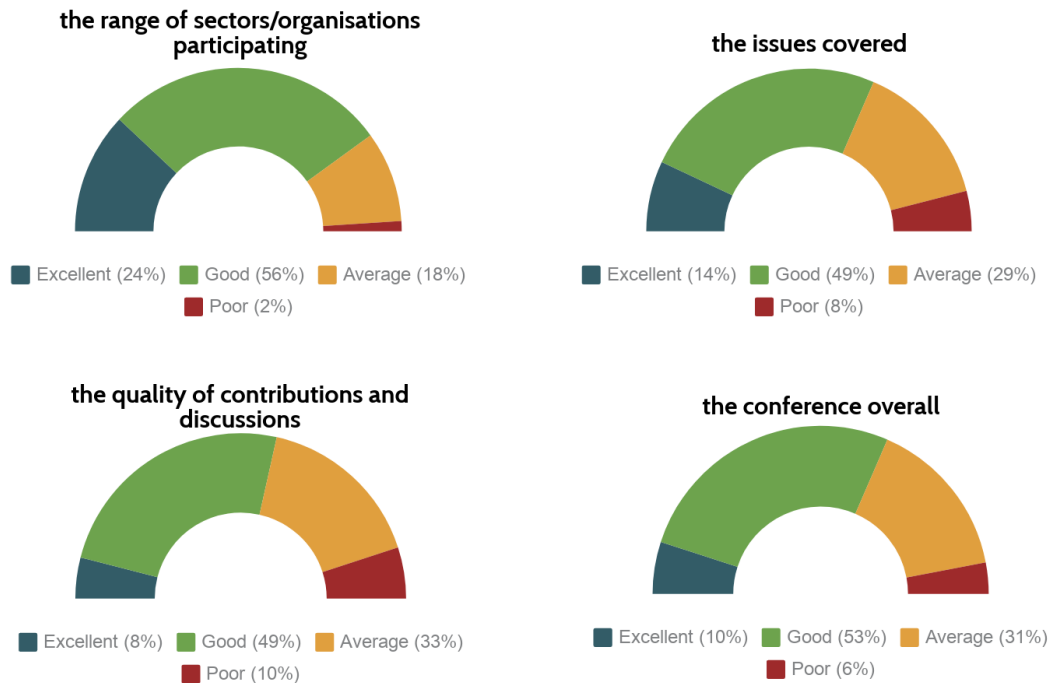
First Name	Surname	Designation	Organisation
Lesley	MacDonald	Vice-convenor	Scotland Funders' Forum (also Head of Giving, Robertson Trust)
Eric	Samuel	Secretary	Scotland Funders' Forum (also Senior Policy and Learning Manager, Big Lottery Fund)
Pauline	Hinchion	Director of Operations	Scottish Community Re:Investment Trust
Colleen	Tait	Development Manager	Scottish Fair Trade Forum
Gareth	Allen	Strategic Lead Higher Education Funding, Governance, and Student Support	Scottish Government
Susan	Bolt	Social Justice and Regeneration Team	Scottish Government
Amanda	Callaghan	Head of Promoting Prevention Team, Directorate for Children and Families	Scottish Government
Ruth	Hutton	Policy Advisor	Scottish Government
Owen	McKinstry	Third Sector Finance Business Partner	Scottish Government
Iain	Forbes	Strategic Development Manager	Scottish Mentoring Network
Alan	Hampson	Portfolio Manager	Scottish Natural Heritage
Gillian	MacDonald	Funding Manager	Scottish Natural Heritage
Ann	McKechin	Executive Officer	Scottish Power Foundation
Flutura	Shala	Head of Funding Development	Scottish Refugee Council
Sabir	Zazai	CEO	Scottish Refugee Council
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Kim	Atkinson	CEO	Scottish Sports Association
Katie	O'Donnell	Fundraising Manager	Scottish Waterways Trust
John	Downie	Director of Public Affairs	SCVO
Sandra	Hogg	Funding Scotland Information and Engagement Officer	SCVO
Ilse	Mackinnon	Research Officer	SCVO
Ellie	Sandercock	Short Breaks Fund Manager	Shared Care Scotland
Jayne	Chappell	Finance & Development Manager	Social Firms Scotland
John	Archibald	Project Development Officer	South Lanarkshire Council
John	McConnachie	Trusts & Foundations Officer	Spina Bifida Hydrocephalus Scotland (SBH Scotland)
Morven	Smith	Head of Community Investment	SSE
Stuart	Callison	Chief Executive	St Andrew's First Aid
Biba	Devine	Policy Officer	Stepping Stones for Families
Jean	Cowie	Funding Officer	Stirling Council
Alan	Keane	Youth Alliance Coordinator	Strathmore Centre for Youth Development
Seonaid	Cooke	Director	TalkTime Edinburgh
Eilish	McDowell	Fundraising Manager	Teapot Trust
Andy	Foreman	Development Manager	The Action Group
Cath	Cooney	Programme Director	The ALLIANCE
Debbie	Adams	Director - Scotland and Northern Ireland	The Conservation Volunteers

First Name	Surname	Designation	Organisation
Carol	Downie	Chief Executive	The Gannochy Trust
Karen	Dalgleish	Communications & Support Officer	The Holywood Trust
Steve	McCreadie	CEO	The Lens
Sandy	Farquharson	Director	The Marie Trust
Louise	Goodlad	Head of Philanthropy & Trusts	The Prince's Trust
Kate	Dixon	Corporate Fundraising Co-ordinator	The Rock Trust
Rob	Pryce	Funding Manager	The Spark
Jamila	Hassan	Manager	Together for Better Life
Fiona	Sandford	CEO	Visibility
Monika	Sharma	Senior Development Officer	Voluntary Action Fund
Keith	Wimbles	Chief Executive	Voluntary Action Fund
Allan	Johnstone	Acting Chief Executive	Voluntary Action Scotland
Clare	Graham	Development Officer	Voluntary Action South Ayrshire
Kathryn	Welch	Director	Voluntary Arts Scotland
Bernadette	Monaghan	Chief Executive	Volunteer Glasgow
Rachel	Smith	Head of Income Generation	Waverley Care
Grant	Sugden	Chief Executive	Waverley Care
Simon	Warr	General Manager	West Fife Enterprise
Allan	Farmer	Director	WHALE Arts
Lynne	Mitchell	Foundation manager	Wheatley group
Helen	Scott	Evaluation manager	Wheatley group
Nick	Addington	Chief Executive	William Grant Foundation
Jillian	Law	Office and Projects Manager	YMCA Scotland
Jeanette	Third	Local Association Development Worker	YMCA Scotland
Emily	Bennett	Fundraising Manager	Young Enterprise Scotland
Geoff	Leask	Chief Executive	Young Enterprise Scotland
Gillian	Lithgow	National Programmes Manager	YouthLink Scotland

Appendix 2: Summary of Conference Participants' Feedback

Following the conference participants were invited to complete an online evaluation survey. 51 out of 170 participants responded (a response rate of 30%) and their feedback is summarised below.

How participants rated...



Common themes in participants' feedback

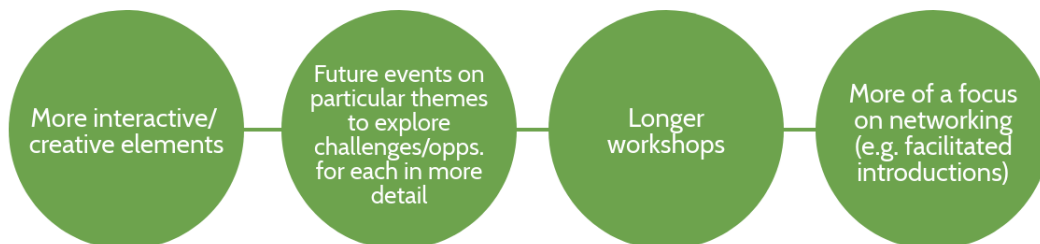
What worked well



What worked less well



Suggestions/improvements



Appendix 3: Summary of Improvement Priorities from workshops

Workshop 1(a) and 1(b): How can availability, security and duration of funding for the third sector be improved? (edited to avoid duplication)

- ◆ Realistic time scales (for applying and spending grants) to support good work.
- ◆ Funding to be provided in advance.
- ◆ More flexible use of funds.
- ◆ A strengthened voice for the third sector to influence the funding system, especially through funding for intermediary organisations such as local Third Sector Interfaces.
- ◆ More time and resources to support better collaboration between:
 - ◆ Third sector organisations to share good practice and learning
 - ◆ Funders to share good practice in grant making
- ◆ An equal partnership between funder and funded organisations.

Workshop 2: How can applying for funding by third sector organisations be made as easy and effective as possible?

- ◆ Funders to get together to develop a shared platform to help third sector organisations with funding.
- ◆ More support for “project” planning should be provided (let the project dictate the funding, not the other way around).
- ◆ Points of contact and “real person” interaction should be provided to build trust and sustain relationships between applicants, funded organisations and funders.

Workshop 3: How can third sector organisations be supported to develop their capacity, effectiveness, resilience and sustainability?

- ◆ Funders should be willing to support transition over the longer term and pay the additional costs involved.
- ◆ Funders should provide more funding for improvement and innovation.
- ◆ Funders and funded organisations need to establish deeper partnerships to support “learning, testing, failing, developing” cycles, allowing risk through innovation.

Workshop 4(a) and 4(b): How can funding and third sector organisations work together to increase investment and delivery of measures which support prevention and early action across economic, social and environmental issues?

- ◆ Partnerships: charities and funders need to work together, with shared values.
- ◆ Engagement and empowerment of communities: build public awareness, take people with you and make them active participants.
- ◆ Share intelligence and learning: multi agency partnerships, recognition of different strengths and learning from other countries and places.
- ◆ Maintain a good dialogue at all levels (including grassroots)
- ◆ Focus on innovation and scale.
- ◆ Celebrate the journey and distance travelled - sustainable work takes time.

Workshop 5: How can third sector organisations be supported more effectively to capture robust evidence on their impact and how this was achieved?

- ◆ Funders and funded organisations need to acknowledge the importance of learning and improvement.
- ◆ Funders need to invest in and facilitate learning.
- ◆ Learning needs to be supported across sectors and localities.

Workshop 6: How can third sector organisations and funders collaborate to share learning and influence wider improvements to practice and policy more effectively?

- ◆ We need more discussion and agreement about what counts as evidence (good/valid, appropriate, proportionate).
- ◆ Funding is needed to support third sector and funders to have capacity to:
 - ◆ Capture evidence and learning
 - ◆ Share evidence and learning
 - ◆ Use evidence and learning to guide improved policy and practice
- ◆ We need to share and support learning and change in different ways:
 - ◆ Publications
 - ◆ Conversations
 - ◆ Collaboration

Appendix 4: Acknowledgements

Scotland Funders' Forum and ACOSVO are grateful to everyone who contributed to the planning, delivery and reporting of the conference. Thanks also to members of Scotland Funders' Forum, whose membership fees enabled SFF to pay for the conference.

Conference funder

Scotland Funders' Forum

Conference organisers

Scotland Funders' Forum and Association of Chief Officers of Scottish Voluntary Organisations (ACOSVO)

Supporting organisations

Improvement Service
Scottish Council for Voluntary Organisations
Scottish Grant-Making Trusts Group
Scottish Social Investment Forum
Third Sector Unit, Scottish Government
Voluntary Action Scotland

Conference Planning Group

Maddy Halliday, Convenor, Scotland Funders' Forum and CEO, Life Changes Trust
Lesley MacDonald, Vice-convenor, Scotland Funders' Forum and Head of Giving, Robertson Trust
Eric Samuel, Secretary, Scotland Funders' Forum and Senior Policy and Learning Manager, Big Lottery Fund
Kirsten Smith, Events and Marketing Manager, ACOSVO

With support from **Craig Currie**, Information and Projects Officer, Life Changes Trust

Panel chairs and members, workshop facilitators and rapporteurs

See sections 2, 3 and 4.

Conference report prepared by

Craig Currie and **Maddy Halliday**

March 2018