Principles for Positive Partnership
Report of launch 23 Jan 2020

Principles for Positive Partnership - guidance on relationships between Scottish Government and third sector grantholders – was launched on 23 January 2020 at an event in Victoria Quay.

The aims of the session were:
- To learn about the Principles for Positive Partnership guidance
- To consider how you will use some of the guidance in your own funding relationship
- To plan together other steps to take to help make the guidance real

Keynote speakers were Lisa Bird, Scottish Government Deputy Director of Equalities, Human Rights and Third Sector and Anna Fowlie, Chief Executive of SCVO. Steven Marwick from Evaluation Support Scotland (ESS) talked participants through the guidance and there were two round table discussions.

57 participants: 28 grantholders, 26 Scottish Government, 3 other funders

22 people (11 third sector, 11 SG) booked but did not attend. Some people were affected by problems on the Glasgow trains. A further **86** people (84 third sector, 2 Scottish Government) were on a waiting list.

1.   Event feedback

45 (79%) of participants completed a feedback form.
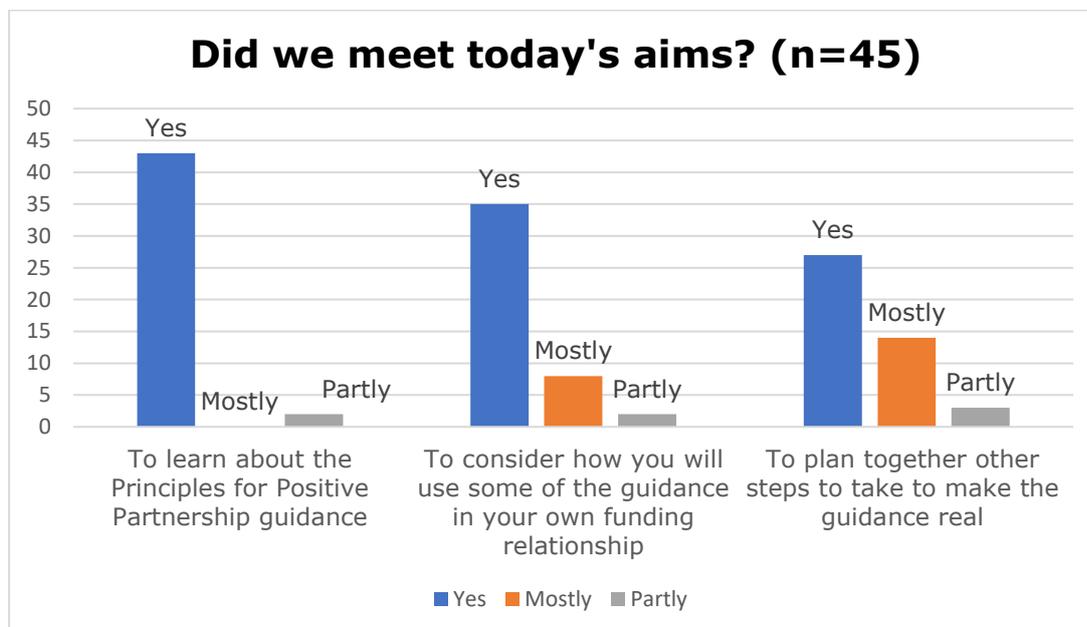
Most participants said that we **met the event aims**. The least strong response was to the third aim.

40 people wrote **qualitative feedback** – nearly all positive. The word cloud shows the positive feedback (the bigger the word, the more often it was written).

This quote from a third sector participant is typical:

"Relaxed atmosphere, well organised, good to be with different sectors"

The most commonly mentioned positive was the **discussions with others**:

"Really enjoyed the conversation"

"Really liked the roundtable element - making it interactive. Great involvement of both SG and third sector"

"The roundtable discussions have been really positive and constructive"

Two SG officials mentioned the value of speaking to third sector outside their own policy area, for example:

"Great and invaluable to hear from vol orgs that we don't fund. Chance to hear them speak frankly"

The other common positive was about the **format** of the session

"Good balance of presentations and discussion"

"Plenty of time for discussions - well managed"

"focused discussions and ran to time"

One person was not positive:

"Indifferent. I don't think I have learned anything new".

5 others (4 of whom also said positive things about the event) mentioned **problems** with the **venue**: microphone, too hot and cramped room.

2.   What participants said they would do next

The graph below shows what participants said they would do next (51 commitments from 43 people).
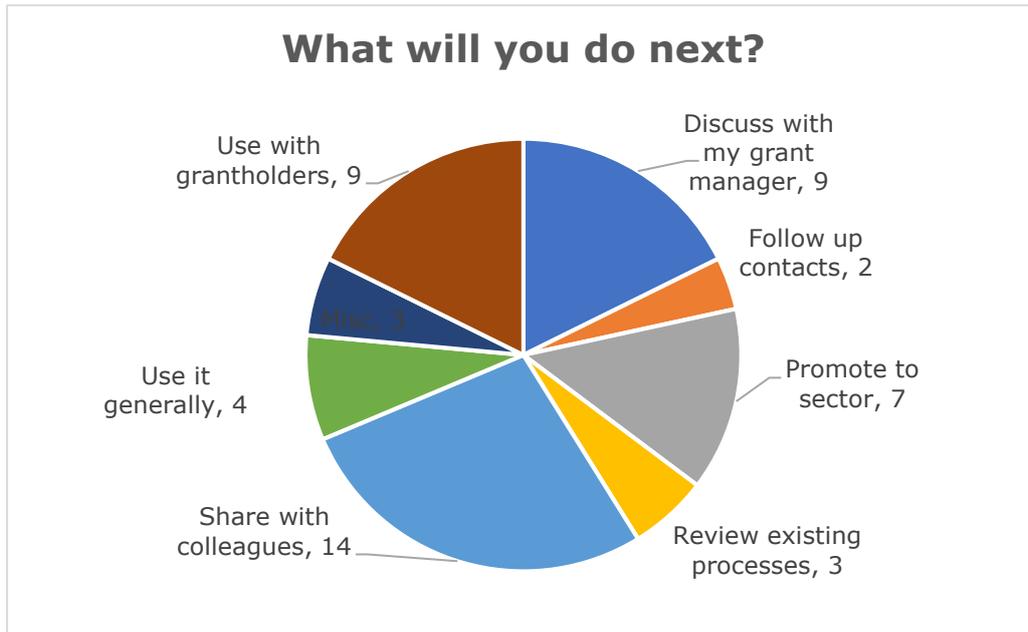
The most common commitment was to **share with colleagues**.

Some third sector grantholders will **discuss it with their grant manager**:

"Feedback to my grant manager discussions from today"

"Have arranged coffee with policy lead of my area to discuss what I've learned and share ideas for improvement - right now!"

What will you do next?

- Use with grantholders, 9
- Discuss with my grant manager, 9
- Follow up contacts, 2
- Promote to sector, 7
- Review existing processes, 3
- Share with colleagues, 14
- Use it generally, 4
- Misc, 3

Some SG grant managers planned to **share it with their grant holders**:

"Share the guidance with funded orgs and have the conversation"

"Introduce it to our network (funded orgs) and discuss with them at next network event"

"Meet with grantee and talk through the guidance and confirm we are meeting the principles."

Several third sector intermediaries said they would promote it to their members.

3.   What should happen next

Below are the suggestions from the roundtable discussion. Scottish Government Third Sector Unit, SCVO and ESS are reviewing how best to take forward these actions and we will keep participants and others informed.

1. **Training for grant managers**
   1.1 Accredited <u>training</u> as a requirement of SG grant management role.
   1.2 Guidance should be a compulsory part of <u>induction</u> for grant managers

2. **Champions (or peer mentors)**
   Champion roles in Scottish Government who can be approached for advice and guidance, offer advice to the third sector, share what's working well and learn from what is not working well. There should be a list on Saltire.

3. Encourage **senior SG staff** to make sure there is a handover (if possible) to reduce the risk associated with a change in civil servant.
4. **Reference the guidance in grant offer letter** to set join expectations for how grant management relationships should be developed.

5. Good examples

    5.1 Examples grant management practice (positive or not) about– could be public to raise awareness or just internal for SG only (safe space)

    5.2 Blog – a day in the life of a funder written by a grant manager

    5.3 Positive examples of grantholder outcomes and good reports

6. Bringing grantholders together
A welcome session at the start of grant funding followed by other events during the lifetime of the grant. Grantholders could help design and deliver ongoing events. An event at end of a funding programme to review the programme and share what was learned

7. Support for grantholders

    7.1 More people could use to open up discussions if they don't feel confident to do this (to build on existing questions in the guidance)

    7.2 Peer support on how to build positive relationships with SG

    7.3 Sharing learning about what is – and is not – OK to do

8. **Research** to explore more about the different types of funding (for example funding for service delivery, funding for policy implementation) and what that might mean for different types of grant management relationship

9. **Database of SG funding -** Scottish Government to develop a platform for officials to access all current SG funding opportunities, enabling effective signposting to organisations. Led by Third Sector Unit but onus then on individual policy teams to register new funds once the platform is there.

10. **Outside SG** – promote to COSLA, Scotland Funders' Forum and NDPBs

11. **Review of the guidance** - short survey (every two years?) to be completed by grantholders to collect evidence about how the guidance is working in practice. Suggested ESS do this.

We also asked on the feedback form what should happen next. Participants may have felt they had already given their suggestions in the roundtable (above) and by far the most common response (over a third) was simply that the guidance be **shared widely** and implemented.

Specific suggestions were
- training for Scottish Government (8)
- a process to review this guidance (7)
- case studies (3)
- training for third sector (2)
- a network for SG grant managers (2)