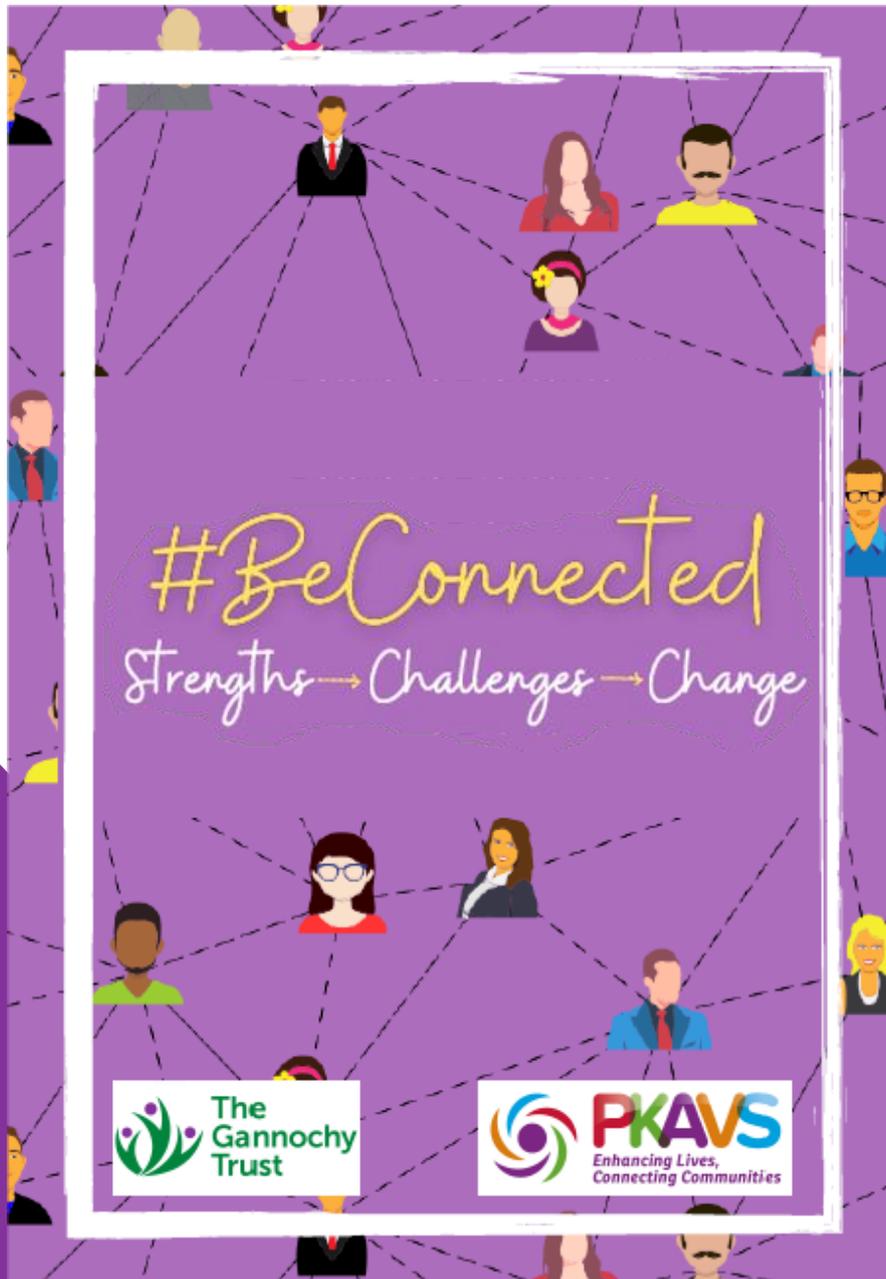


# #BeConnected Report

*Listening, learning and taking action with the Third Sector in Perth and Kinross*

November to January 2021



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## Executive Summary

The Gannochy Trust and PKAVS Third Sector Interface worked together to offer three events attended by over 100 representatives of the Perth and Kinross third sector. We listened and learned as participants shared their views on the Strengths and Challenges of the sector. They also provided us with some creative thoughts on the Change that they wanted to see happen.

Enthusiasm and pride in the **strengths** of the third sector was palpable throughout the events and featured heavily in each of the three sessions. Delegates willingly shared anecdotes about their organisations, how they had adapted, responded to need, and achieved unimaginable levels of flexibility to meet new, emerging, and unmet needs. They reported an increase in partnership working and in collaborating with others. Willingness to adapt to online working and use of new IT support served as key enablers; in some cases, increasing an organisation's ability to engage with communities, foster a positive reputation and build trusting relationships.

The **challenges** that were identified had a clear focus on the limitations of online working and concern that service users that were not digitally agile were being excluded. This concern for people's wellbeing was also reflected in concerns for staff and volunteer stress, fatigue, mental health and wellbeing. Insecurity, a lack of and short-term nature of pandemic funding were also identified as challenges. Difficulties in work planning when funding and the delivery environment were unclear were also expressed.

The **change** sessions featured the same top two issues throughout – 'Change how funding works' and 'Change how we network and collaborate'. Delegates were quite clear that navigating funding applications, criteria and reporting all took valuable time out of their service delivery time and could be improved e.g., Longer-term funding, more trust in the experts in the field and flexibility to meet identified need. The appetite for further networking and collaboration was influenced by the benefits delegates were experiencing from attendance at the #BeConnected events and from their experiences during the pandemic of collaborating with other agencies to meet needs.

### We listened to what was said, what is going to change?

Informed by and addressing the challenges and changes prioritised by delegates, we will invest in the Perth and Kinross third sector with these changes:

-  The Gannochy Trust will change how it supports charities in Perth and Kinross beyond grant making by developing a programme of Funding Plus activities in 2021.
-  The Gannochy Trust will review our current funding practice and launch a new Grant-making Strategy in 2022.
-  The Gannochy Trust and PKAVS Third Sector Interface will work in partnership, supporting collaboration and networking for charities in Perth and Kinross.
-  PKAVS Third Sector Interface will prioritise support to volunteer involving groups/organisations on avoiding volunteer burnout and facilitate a space for volunteer resilience and self-care.
-  The Third Sector Interface will collate and create resources to support collaborative working and partnership building.
-  PKAVS Third Sector Interface will host a series of Third Sector Circles and workshops to empower the local sector to tell its own story and amplify its voice.

## The Partners

**The Gannochy Trust** was founded in 1937 by whisky entrepreneur and philanthropist, A K Bell. A K's legacy of selfless support for others lies at the heart of everything the Trust does. Today the Trust offers a range of support services for the local community of Perth & Kinross, including funding for local charities and organisations, building and maintaining healthy and affordable homes for rent and managing woodland, paths, parks, and facilities for people to enjoy. The Trust's mission is to improve lives and support communities, inspired by the wishes of A K.

**PKAVS Third Sector Interface** supports, develops, and connects voluntary organisations, charities, community groups, social enterprise, and volunteering throughout Perth & Kinross. As the Third Sector Interface for Perth & Kinross, the TSI advocates the interests of the voluntary sector in local statutory partnerships and joint working initiatives.

With clear shared interests in the wellbeing of the third sector in Perth and Kinross, and in the communities they serve, the #BeConnected events were developed and delivered in partnership between The Gannochy Trust and PKAVS Third Sector Interface with a joint intention to listen, hear and act.

## Welcome

Hello fellow report reader. Welcome.

On behalf of the Gannochy Trust and PKAVS Third Sector Interface, I wish to say thank you. Thank you for being curious about, and for taking the time to read our #BeConnected Summary Report.

The Covid 19 pandemic has highlighted the very best of the third sector. In an unprecedented time of uncertainty and fear, mutual aid groups, voluntary organisations, charities, and social enterprises have provided a beacon of hope and aspiration. Perth and Kinross has seen this in abundance. We are incredibly lucky to have such a vibrant and flourishing 3rd sector.

Both the Gannochy Trust and PKAVS Third Sector Interface are committed to enabling, building and strengthening that local 3rd sector, but we cannot do that meaningfully or sustainably in isolation. #BeConnected is a demonstration of our commitment to living these values, and one step on that journey. We would love it if you could join us along the way.

#BeConnected was primarily about listening – listening to those who have led, delivered, and extended services during these challenging times; an opportunity to hear and value each other; a chance to engage as peers; a space for reflection, and a moment for us all to pause, acknowledge and applaud the efforts across Perth and Kinross. In short, for us all to #BeConnected. And #BeConnected we were.

The potential for positive change and adoption of a new, more collaborative ways of working is clear – there appears to be consensus on that. How we want that to look for Perth and Kinross is yet to be explored in detail. That is a question for you, for me, for all of us together, connected.

## Introduction

Delegates were invited to join us in a series of engagement and listening events. Building on the Gannochy Trust's Learning Distillery and PKAVS's recent #BuildBackBetter discussions, #BeConnected aimed to provide a platform for the sector to share their strengths and challenges, and to describe the priorities for change that would bring about a stronger and more resilient local third sector.

This report summarises what we heard and is shared for the benefit of those that attended, and for those that could not. It highlights points that were made with most frequency and provides a summary of what was said. This report is an invitation for third sector agencies to use it independently and collaboratively to bring about change.

The Gannochy Trust and PKAVS Third Sector Interface identify some priority key action points for them to take forward in the 'Route ahead' section of the report. The very capable hands of the third sector in Perth & Kinross, as experts in the field, will find an open door to a continued flow of ideas that can make us collectively stronger, better connected and more resilient.

## Delivery Structure

Three #BeConnected events were delivered on 23 November, 15 December 2020, and 15 January 2021. Events were delivered via Zoom with a cap of 36 delegates planned for each.

Prior to attendance at the #BeConnected events, delegates were invited to complete a short self-assessment of their organisation's strengths using extracts from The Lasting Difference publication – a guide for sustaining non-profit organisations. Responses were collected via Mentimeter and are available as **Appendix B** to this report. Thanks to Wren and Greyhound for their support and permission to draw from this excellent resource.

The programme included introductions from PKAVS Third Sector Interface and The Gannochy Trust followed by Breakout Rooms of max 7 delegates with facilitated discussions on **Strengths** of the sector, **Challenges** experienced and ideas for **Change**. The second and third events changed the running order of these to **Challenges, Strengths, and Change**. We found that this helped 'clear the air' of the challenges and frustrations at an early stage. We also changed the Change session to be self-facilitated by delegates and found this to be productive in both encouraging more creative discussion and in filtering and prioritising the suggestions for change.

Each of the breakout room sessions were followed up with feedback so that all delegates could hear a summary of all the discussions.

Across the 3 events, over 100 delegates booked in, representing 82 organisations. A list of those delegates that agreed to share their contact information is included as **Appendix C**. Six staff from The Gannochy Trust and PKAVS Third Sector Interface teams supported the facilitation of the Breakout Rooms.

## Summary of comments

Breakout room facilitators each took detailed notes of the comments made and ensured that all delegates' voices were heard. In total, approximately 500 individual statements in relation to Strengths, Challenges and Change were captured. Key themes started to emerge from the analysis of these statements. Similar statements were grouped together and counted to build a clear picture of delegates' viewpoints. Statistical grouping of all the statements made can be found in **Appendix A**.

The events drew participation from a broad representation of the third sector in Perth and Kinross and this prompted live discussion about opportunities for better thematic collaboration and partnership working. Interest in cross sector collaboration was also strong, as was recognition that general awareness of other third sector agencies that were operating in the same sectors or geographically could be dramatically improved.

## The Strengths

A great deal of enthusiasm and pride in how the third sector had responded to the pandemic was supported by anecdotal stories of specific actions and reflected in the statements that were recorded. Delegates spoke about the ability of the sector to draw upon the goodwill and enthusiasm of volunteers and staff, the ability and permission to think creatively, make quick decisions and put them into action without the delays of burdensome bureaucracy and decision-making processes.

The top six groupings for Strengths were:

### **1. Adaption/Response to need/Flexibility**

Scoring nearly twice as many occurrences than any other grouping in the Strengths sessions was Adaption, Response to need and Flexibility. Common comparisons were made between the third sector and the statutory sector in relation to being 'fleet of foot' and adaptable. Many organisations spoke about new ways of working, and about entirely new work which they had never previously delivered. These new activities were proudly described as a response to an identified need that was not being met.



***"Adapting quickly to new technology; not really missed a beat – still ensuring contact; there's no point looking back, let's look at the present day and the future"***

***"New opportunities to be bold, highlight the things that matter and work together to make a real lasting difference"***



### **2. Collaboration**

The willingness and trust that agencies recognised in each other was captured under the grouping of Collaboration. Connecting geographically and thematically was reported as being dramatically increased as a result of the pandemic and paying dividends in terms of shared knowledge, increased capacity, and access to a broader range of skills. The importance of having 'an ear to bend' when tackling new areas of work or solving new problems was high on the list of value gained from in getting the job done. A shared ethos of 'helping people' was referenced as the binding glue in working more closely together.



***"Strengthened relationships – working more closely with other charities and community groups to maximise what can be achieved"***

***"Collaboration between agencies has been much stronger through Covid"***



### **3. Willing to change to IT**

There was broad, if not total, acceptance that the move to working more digitally was not a choice, but a necessity of the circumstances. The comments that were grouped here related to how that move was embraced and valued to maintain service delivery in a different format. Homeworking for staff and for volunteers, face to face service delivery moving to digital engagement, and for social interaction that supports mental health and wellbeing. Mental health and wellbeing of staff and volunteers as well as service users was a frequent reference point throughout discussions. The limitations of working online is referenced in the Challenges section of this report.



***"Upskilling of staff – quick wins by moving to digital and online support"***

***"Online delivery can reach the geographically isolated where face to face work could not"***



#### 4. Resilience

Many of the comments made in relation to resilience had overlap with the Adaption, Response to need and Flexibility grouping, further bolstering evidence of the sector's self-pride in adapting, responding and 'won't be beaten' attitude. Stories were shared about the enormous increase in demand for services and about how agencies stepped up to the mark. Delegates spoke about organisational as well as personal resilience, and how team working and mutual support had helped them get through tough times.



***"We have a 'won't be beaten' mentality/resilience. Lots of people have risen to the challenge and have adapted by putting skills in place that they never thought they would need to use. This is evident across the whole sector"***

***"Demonstration of how resilient and capable the voluntary sector is"***

***"The resilience of the sector has been clearly demonstrated this year – do we now have more faith in ourselves and in the sector?"***



#### 5. Third Sector trusted and valued

The recognition of the ability of the third sector to respond quickly and deliver services with expertise, local knowledge and a passion for their purpose was captured in this grouping. The reputation of local agencies had built trust amongst service users that allowed smooth transition to new methods of delivery and trust the quality and worth of what would be delivered. Relationships and trust between agencies and service users had been strengthened. This was tempered with a concern that staff and volunteers had been working at a level that would be difficult to maintain without additional capacity or support. Although recognition of trust and value was identified as a strength, there was a concern that its value would become relied upon, with individuals and communities at risk of becoming dependent and subsequently needs not being met by the statutory sector.



***"Ability of the sector to engage with communities, let them lead more conversations, and empower people to take control of responses"***

***"A light bulb has gone on in the minds of the statutory sector where they see charities as playing a vital role"***



#### 6. Value of Volunteers

The value of volunteers was identified as a strength because of the willingness of people to offer their time and the additional capacity that this offered to third sector agencies. More young people offering to volunteer was commented on, as was the enthusiasm and motivation of all those who were offering to volunteer. Social capital that volunteering demonstrated should not be undervalued and the financial value of volunteering was also recognised in achieving "more bang for the buck" and a greater return for funders' investment.



***"Social capital – the pandemic has shown that the social capital wielded by the sector is as vital as financial and other capital held by public services."***



## ***“Greater return on funders investment from the Third Sector”***

### **Other Strengths that were identified**

In addition to the top 6 groupings of statements described above, delegates statements were also collated into the following further groupings: Speed of Response; Focus on people; Skills base; Breadth, range, and diversity of the sector; Relationships with Council, PKAVS and the Gannochy Trust; Strength of communities; Creativity and Innovation; Local knowledge; and Attitude of funders.



***“Shared Core Belief in the sector – it’s about services to people”***

***“Speed of transition seems to have been leaps and bounds ahead of other sectors – for many resulting in unbroken services for clients”***

***“The greatest asset of the third sector is its people”***



### **The Challenges**

Delegates were invited to share the Challenges that they had faced, and it is noteworthy that this prompted only 86% of the contributions that the Strengths question contributed. Many of the responses were also the flip sides of the strengths’ contributions e.g., ‘Willing to change to it’ was balanced against ‘Digital inequity’ and ‘Limitations of online working’. The extremes of Perth and Kinross was also recognised in relation to most and least deprived, Perth centric delivery and rural/urban divide. It was noted that Perth and Kinross had the lowest access data zone in the 2020 Scottish Index of Multiple Deprivation rankings.

The top six groupings for Challenges were:

#### **1. Limitations of online working**

This grouping had the largest count of statements relating to Challenges. Delegates reported a general drop in number of clients that they were able to reach through online working and recognised that video calling was not appropriate for all service delivery. Particular user groups suffered more so than others, Performing Arts, Dementia Groups, and older age groups were given as examples. Concerns were shared that online working only promoted the views and needs of those that were accessing online platforms. There are obvious links that can be drawn between this challenge and the ‘Digital Inequity’ grouping.



***“While some people can work on digital platforms it just doesn’t work for others”***

***“Delivery to some groups online can be more challenging than others - e.g., Dementia work”***



#### **2. Insecurity of funding or income**

Analysing this grouping shows an even spread of concern in relation to; lack of availability of core funding; short term nature of Covid 19 funding; and loss of fundraising or trading income. Some delegates reported a total loss of trading income as lockdown shut non-essential shops and Cafés. Lack of availability of core funding was compounded by agencies having to use reserves to cover fixed costs and additional costs of becoming compliant with Guidelines.



***“Loss of unrestricted fundraised income which was able to be used where really needed in the work”***

*“There is a significant gap in the availability of unrestricted and core funding – much easier to get project funding but then there is continuous chasing and catching up on projects”*



### **3. Staff/Volunteers Stress and/or Fatigue**

Delegates reported that staff and volunteers had responded to initial lockdown with vigour and enthusiasm, but that sustaining this level of activity was putting great strain on mental health and wellbeing. Key concerns were about not knowing when lockdown regulations were going to ease and recognising that, when they did, ‘normal’ was not going to return. Reference was also made to Trustees not fully understanding the issues at grassroots delivery level.



*“Huge stress on staff and volunteers working on these conditions and at the same time coping with their own issues in their families”*

*“Our ability to sustain our organisations in the long term. Staff are weary and emergency measures are becoming the norm”*

*“Fear of the future – ‘mental health tsunami’”*



### **4. Managing the challenges of Covid 19**

This grouping captured the practical issues of responding to the pandemic. Recognition of the enormity of the change that had to be introduced with little preparation time. Access to buildings being restricted or removed entirely, particularly where agencies did not own their own premises. Retaining engagement with staff, volunteers and service users with no face-to-face working was heavily referenced. The costs and difficulty in sourcing Personal Protective Equipment meant that some service delivery activities were prohibited.



*“Biggest challenge hasn't been funding; it's been restrictions in activities”*

*“Some problems are not within the charity's control – such as the landlord refusing to allow access to the building that is being rented”*



### **5. Reduction in face-to-face working**

There is clear overlap with the ‘Limitations of online working’ grouping and together they dominate the Challenges reported. The comments made in this grouping reflected the human contact that is achieved in Face-to-Face work that is missing from online delivery. Social benefits and building relationships through Face-to-Face work were particularly missed. Observing unspoken indicators of concern were much more difficult through the narrow perspective of a web cam or smartphone camera. The loss of human relationships built between staff or volunteers whilst waiting for the kettle were recognised as important informal features of the day, now lamented.



*“Loss of one-to-one conversations that are more human because we're working virtually”*

*“Like to have people around me, this is much more restricted – which is a challenge”*



## 6. Work taking more time to deliver

Additional risk assessments of all activity in an all-new environment against constantly changing guidelines created additional workload prior to being able to offer services. Services required adaption, moving to online delivery required new systems and resources, additional demand for services, and working one to one or with smaller groups all meant that delivery of work took much longer than it had done previously.



*“Time and capacity – all feel they are time poor at the moment. The division of labour in many orgs leads to a small group doing the bulk of the work”*

*“It feels like you have to ‘sell a kidney’ to get anything done”*



### Other Challenges that were identified

The next highest grouping of Challenges was ‘Increased demand for services’ which featured the need for Mental Health and Wellbeing support. This concern for the wellbeing of staff, volunteers and service users was referenced throughout the conversations and came with a strong feeling of compassion and care. Other Challenges groupings included: Challenges of planning; Writing and reporting on funding; Rurality of Perth & Kinross; Digital inequity; Local and National Authorities slow or unclear; Interpreting Covid 19 Guidance; Over focus on Perth rather than Perth & Kinross, and Imparity of statutory and third sectors.



*“They ways in which funding works and having to spend so much time and resource managing funding”*

*“Digital exclusion in both devices and access to Wi-Fi”*

*“Demand for mental health services has led to expansion of hours and also a shift in that a charitable service is seen as a ‘critical service’ by others”*



## Change

Keen to ensure that the voices of delegates were clearly heard in the suggestions for change, these sessions were self-facilitated in the second and third events and then fed back to all in attendance. This proved successful in both ensuring the opinions of delegates were heard at first-hand but also in the process of filtering and prioritising what was fed back.

Two clear groupings sat well ahead of the rest: ‘Change how funding works’; and ‘Change how we network and collaborate’. As key functions of the organising Partners, perhaps this was no coincidence and we intend to listen, learn, and act.

### 1. Change how funding works

#### a. Improved criteria, applications, and reporting

Many comments related to wishing to see change that would make reading and interpreting funders’ criteria more straight forward, leading to reduction in time spent writing funding applications. Delegates spoke about relaxation of criteria and more focus on meeting identified need, but not just those most in need. Matching the identified needs to funders desired outcomes or funding themes was identified as a barrier to accessing funding. Some funders relaxation of their pre-set criteria for Covid 19 funding had been welcomed and allowed greater flexibility and needs to be met.



*“Covid showed funders can do things differently, so they should do more fast response, flexible funding”*

*“Create simpler funds and much simpler ways to apply for funding”*



**b. Longer term funding**

Financial insecurity of one-year funding and spending less time on an annual cycle of identifying and applying for funding was a frustration that was widely shared.



*“Funding for 12-months isn’t going to be helpful in this – we need more security”*



**c. Better informed funding assessment and more trust between funders and fundees**

Comments in this grouping related to the need for better relationships and understanding between funders and fundees. More listening, understanding and collaboration was requested. Delegates also spoke about the value of involving the experience of the sector in funding decision making.



*“Would be really good if all funders had panels that includes charities in making decisions – feel part of the process and learn lots about making applications as well as what funders are looking for”*



**d. Core funding and sharing knowledge**

Other comments in relation to changing how funding works included better access to core funding, support in identifying appropriate sources of funding and funders sharing knowledge collated from funding applications to facilitate better sector collaboration.



*“During Covid there has been an explosion of local charities competing with each other for funding. Why not consider trying to bring them together?”*



**2. Change how we network and collaborate**

**a. More thematic networking events**

Delegates commented on how positive the #BeConnected events had been as an opportunity for third sector representatives to get together as a collective. A wide range of comments supported further networking opportunities that were thematic on shared interests, informal and local to Perth and Kinross needs. Reference was also made to extending this to client groups.



*“More cohesion; make events more of a regular thing (mix of zoom and face to face)”*

*“It would be great to be able to set up a space people can go in order to be themselves and meet in a safe way and have a hybrid approach of online and face to face”*



**b. More collaboration**

During each of the #BeConnected events, delegates spoke about the need to be better aware of each other’s work in geographic locations and thematic areas. This developed in valuing opportunities for forming closer partnerships and for collaborating in funding applications and in delivery.



*“Work together on collaborative funding applications”*

*“There will be more that we need to do together and in turn reduce duplication and cost”*



**c. Networking as a sector**

Awareness of the breadth, diversity, and scale of Perth and Kinross third sector delivery was raised during the events and suggestions for change identified opportunities for further networking events to build on the benefits that were experienced. Supporting and learning from each other as well as cross sectoral opportunities for bringing third sector and statutory sectors closer together were suggested.



***“A larger platform to share best practice within the third sector – sharing successes and learning from each other – creating a support network”***

***“Being able to work better together – statutory/third sector”***



### **3. Change how the third sector is valued**

Feelings were expressed that the third sector has, for some time, been undervalued and that the pandemic had demonstrated its resilience, adaptability, and value internally and externally. These expressions were voiced through the need for change that meant that the third sector’s value was better understood and acted upon. Closer parity with the statutory sector and the need for the third sector to better demonstrate its impact were referenced.



***“Measure impact more”***

***“Third sector to get better at telling their story”***

***“Change in attitude towards the third sector – establish why we are not seen as an equal partner”***



### **4. Change how we communicate**

Having adapted to the requirement to change how we interact with clients, staff, volunteers and other agencies, there was an appetite to learn from this and acknowledge the learning and opportunities to improve longer term communication. This was not just about technology but also about honesty and openness.



***“We need to change the way we talk about virtual meetings and start being positive about them instead of constant negative messaging as it is not helpful”***

***“Proactively and positively use digital for meetings and communications in the future”***



### **5. Change how we gain and share skills**

Recognition that the third sector had an extensive and strong skills base and was willing and eager to share it and to learn. Opportunities to learn from each other and to receive as well as give were identified. The skills and enthusiasm of young people were recognised in this, particularly in areas relating to new technology.



***“Harness the energy and skills that are in Perth and Kinross – including that of children and young people”***

***“Sharing skills to build the capacity of others – a skills exchange in Perth and Kinross”***



### **6. Change how we operate from the learning**

The fast-paced adaption and the learning from it was viewed as an opportunity to rethink how agencies operated. Creative thinking about re-evaluating need for maintaining premises, new concepts of ‘virtual’ space, and even a third sector financial bank were offered as ideas. The common thread was recognition that learning from the experience of the pandemic needed to be applied in the longer term.



***“Can we take what we have learnt in the crisis and take it forward with us”***

*“Set up a bank in Perth and Kinross that’s easy and straightforward to use (unlike the current banks)”*



#### **Other Change opportunities that were identified**

Other opportunities included improvement of the reach of good quality broadband throughout Perth and Kinross, being more self-confident and bolder in how we see ourselves, ensuring equity of access to services and recognising the unseen areas of disadvantage.



*“Change attitudes about the ‘hidden disadvantage’ that’s prevalent in Perthshire and people don’t really see”*

*“if you don’t ask the questions, you don’t know / you don’t ask, you don’t get”*



### **External references**

Over the course of the #BeConnected events, several references were made to reports that were relevant to the discussions and to research that was ongoing. These included:

- **The Listening Fund**  
<https://scotland.thelisteningfund.org/>

A collaboration of funders supporting research through listening, learning, and supporting youth-focussed organisations throughout Scotland to better listen to young people, and to respond to what they hear.

- **Perth and Kinross Fairness Commission - Fairer Futures**  
<https://bit.ly/3p15fzZ>

A research report on the consequences of poverty and inequality in Perth and Kinross conducted by 11 independent commissioners.

- **Joseph Rowntree Foundation – UK Poverty 2020/21**  
<https://www.jrf.org.uk/report/uk-poverty-2020-21>

The 2020/21 edition of JRF’s annual report on the nature and scale of poverty across the UK, and how it affects people struggling to stay afloat.

## The Route Ahead

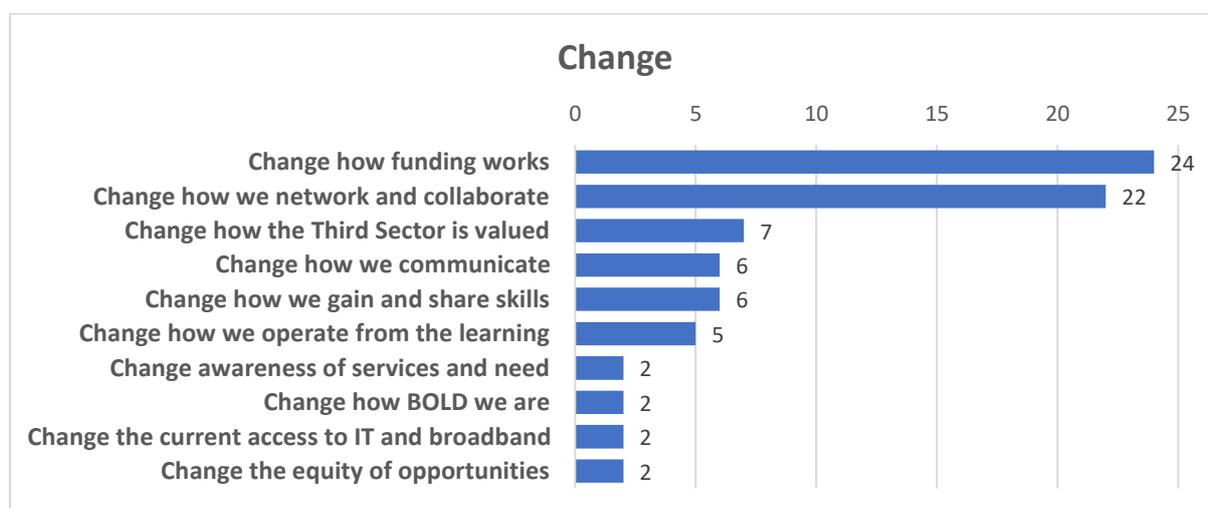
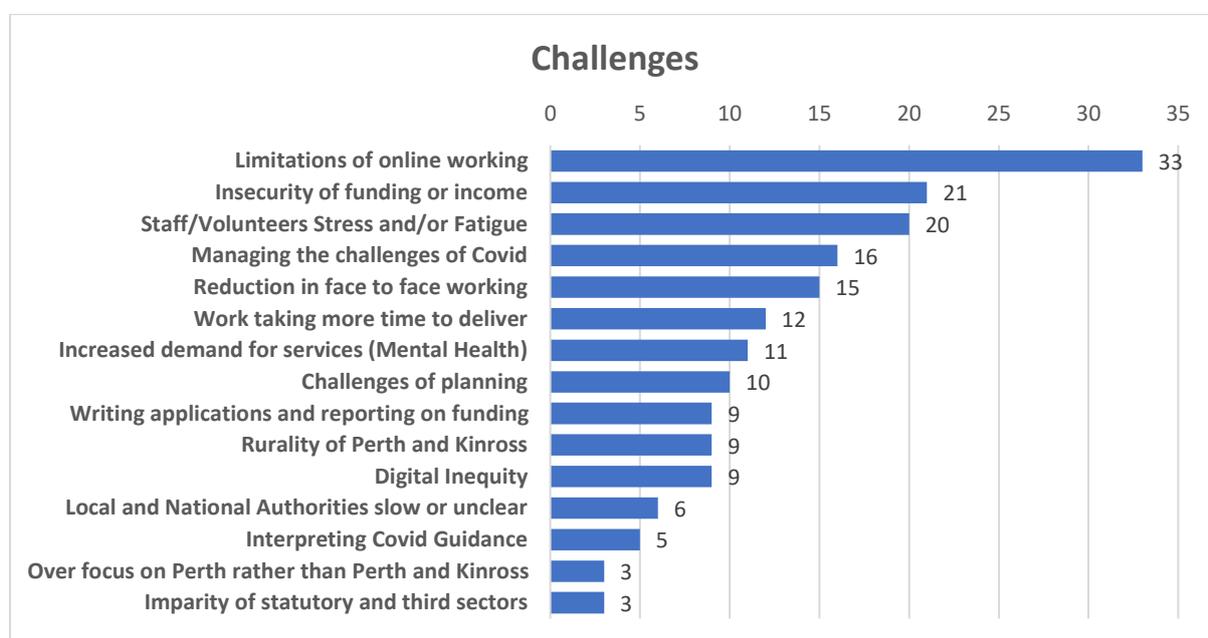
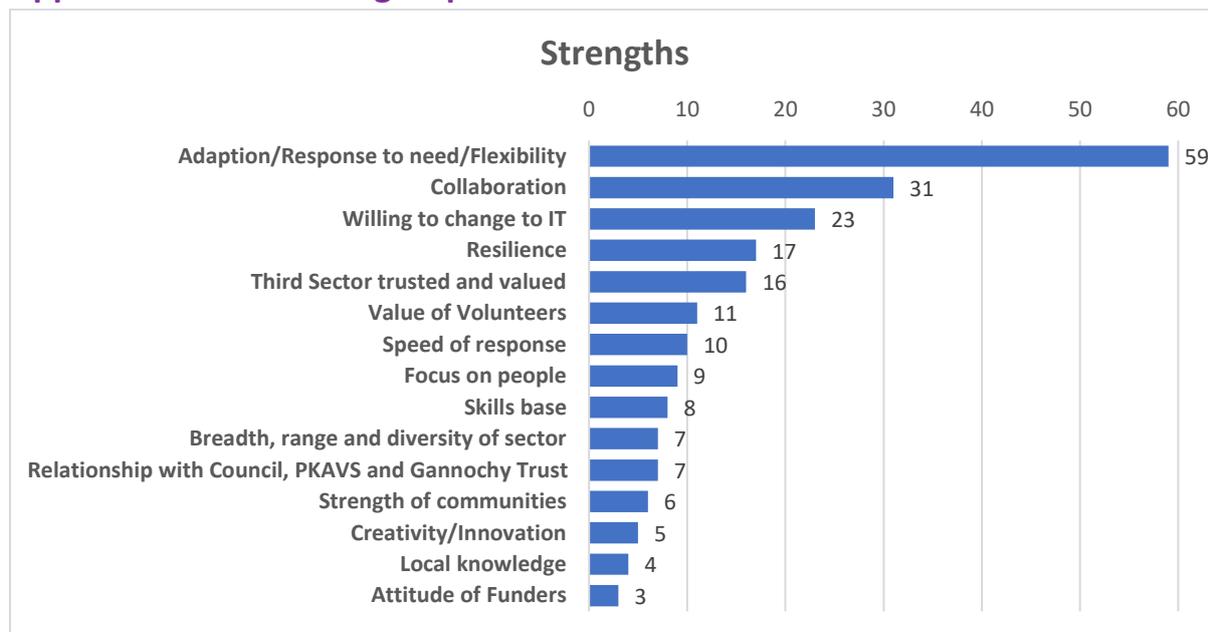
The Gannochy Trust and PKAVS Third Sector Interface wanted to be realistic and responsive to the suggestions offered for the route ahead. We also recognise that we are partners with the third sector and that change needs to happen through collaboration.

We have identified these priority areas for action that we intend to take forward:

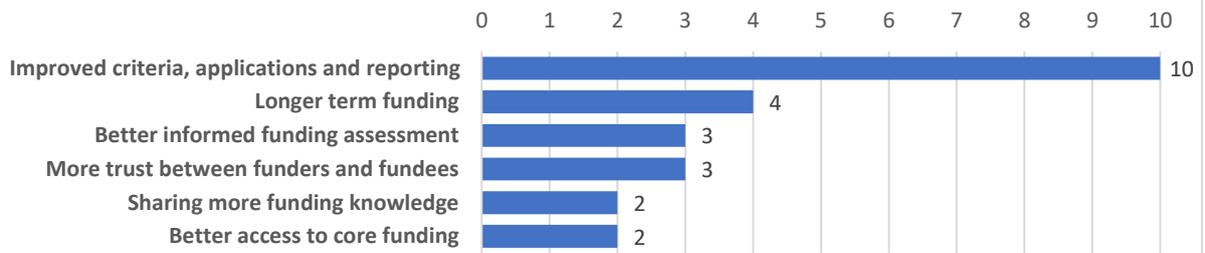
Informed by and addressing the challenges and changes prioritised by delegates, we will invest in the Perth and Kinross third sector with these changes:

-  The Gannochy Trust will change how it supports charities in Perth and Kinross beyond grant making by developing a programme of Funding Plus activities in 2021.
-  The Gannochy Trust will review our current funding practice and launch a new Grant-making Strategy in 2022.
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-  PKAVS Third Sector Interface will host a series of Third Sector Circles and workshops to empower the local sector to tell its own story and amplify its voice.

## Appendix A – Charts of grouped comments



### Breakdown of - Change how funding works

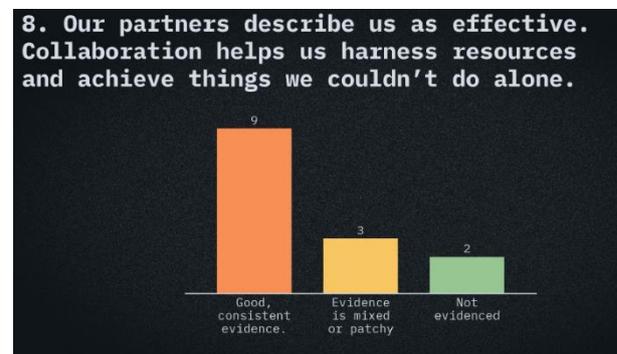
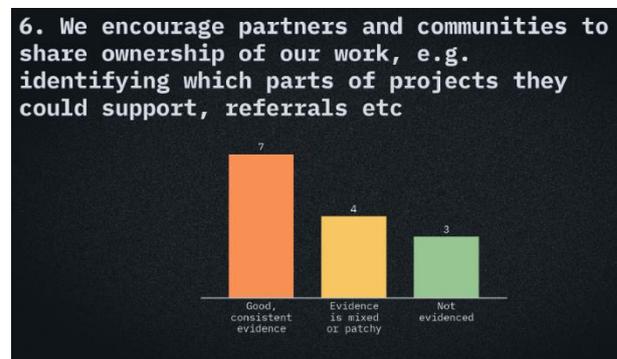
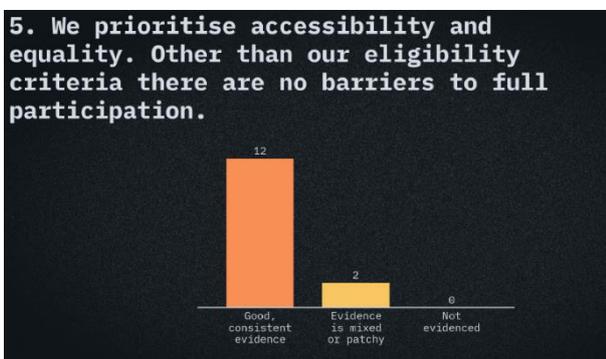
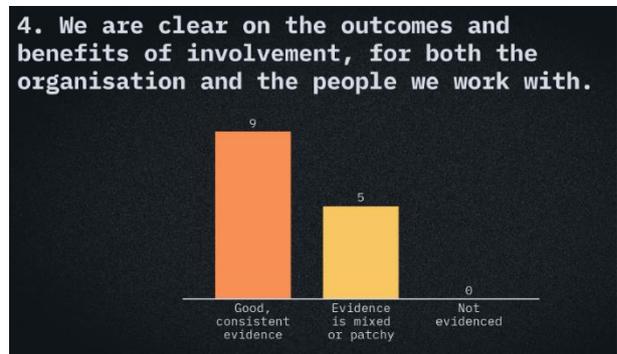
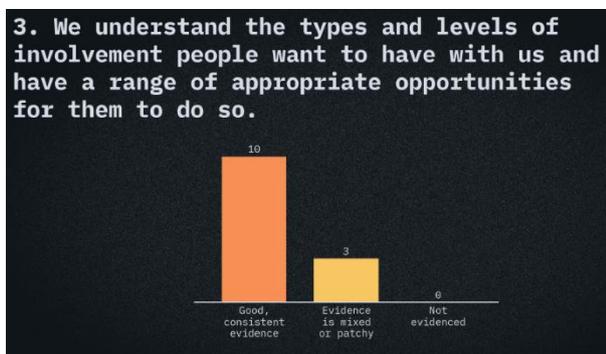
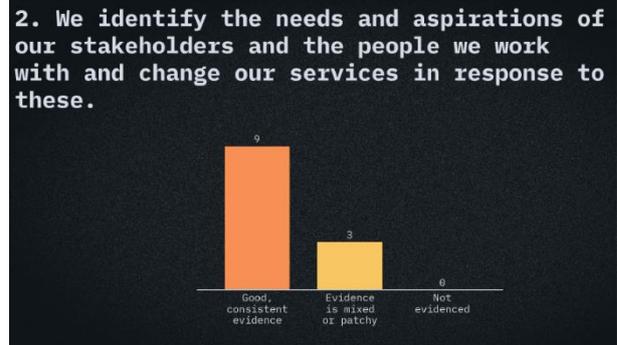
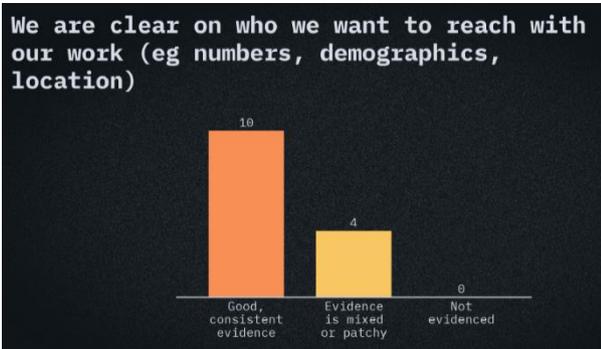


### Breakdown of - Change how we network and collaborate



## Appendix B – The Lasting Difference Mentimeter report

These self-assessment questions are selected from A Lasting Difference by Wren and Greyhound. Delegates were asked to self assess each one as Not evidenced, Evidence is mixed, or Good consistent evidence.



## Appendix C - Delegate Contact List (Restricted to those that agreed to share)

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