

Generations Working Together Corporate Plan 2020 - 2025

Towards an intergenerationally connected Scotland



**Generations
Working
Together**

www.generationsworkingtogether.org

Foreword

Since this plan was formulated, the country has experienced a global pandemic which has impacted on all of our lives in ways that we could never have imagined. The Covid-19 virus has presented the country and its people with the greatest challenge it has faced for generations.

The early stages of the Nation's response have focussed on containing the virus and minimising harm to the country's people and its economy. The measures taken have touched every area of people's lives and changed the ways in which we live and work, possibly forever. They have highlighted a wide range of social and economic issues and inequalities in our society e.g. social isolation, health inequality and digital exclusion.

Faced with the challenges presented by Covid-19, we have seen people in Scotland come together and demonstrate their compassion and their creativity on an unprecedented scale. People have contributed their time and talents on a voluntary basis to support others. Businesses and public services have adapted their models. New partnerships and alliances have been formed to design and deliver services that had not previously been considered. Clubs and social organisations have found new ways of engaging their members and delivering activities. The creative use of technology has been embraced and many perceived barriers have been overcome.

Intergenerational practice has been massively affected. Most of the established projects and initiatives relied heavily upon face-to-face contact and were set in group contexts. Many projects involved vulnerable older people in care settings. The need to halt the spread of the virus and protect lives brought these to an immediate halt.

At the same time, the health emergency has shone a light on the importance of more cohesive communities and intergenerational relationships.

As the country moves from the phase in which the focus has been on suppressing the virus into recovery, the field of intergenerational work must develop new and innovative ways of working towards its vision for a Scotland in

which different generations are more connected, and everyone has the opportunity to build relationships that help to create a fairer society.

With this challenge come new opportunities to capitalise on much wider acknowledgement of the importance of intergenerational relationships and the co-dependency of people across generations.

The recovery from Covid-19 will provide the social and economic context within which all agencies in Scotland are operating in the short and medium term future.

We believe that intergenerational work has a unique and significant contribution to make to the recovery process and that our expertise in this arena places GWT in a strong position to support the development of policy and practice.

GWT's vision and ambitions as an organisation have not changed as a result of the pandemic.

We have reviewed our Strategic Aims and the related actions. We believe that they remain current and valid, albeit that our operational priorities and some delivery mechanisms will need to adjust.

We are fully committed to making our contribution to the national recovery process, working creatively and flexibly with partners and colleagues to do what is needed.

About us

Generations Working Together (GWT) is the nationally recognised centre of excellence supporting the development and integration of intergenerational work across Scotland.

GWT was established in 2007 as the Scottish Centre for Intergenerational Practice and became a registered Scottish Charitable Incorporated Organisation (SC045851) in 2015.

Our mission is to develop, expand and improve intergenerational practice across Scotland.

Our vision is to live in a Scotland where different generations are more connected, and everyone has the opportunity to build relationships that help to create a fairer society.

By intergenerational work we mean projects, activities or events where people of different generations who might not otherwise meet each other do things together in positive and creative ways. Intergenerational work includes any activities which purposefully ignore, remove or break down social, environmental, cultural or institutional barriers between the generations. Intergenerational work makes spaces for older and younger people to meet, get to know each other, share creative ideas and skills, learn new skill, work together to identify solutions for problems and challenges in their communities.

We operate both locally and nationally providing training opportunities, resources, organising events and facilitating network opportunities to enable high quality intergenerational activity to take root and to flourish. We lead and deliver pilot projects to support and encourage the development and delivery of intergenerational practice in new settings. We expand and share knowledge and understanding of intergenerational practice and its impact, through direct participation in research projects and continued scanning of research happening across the world. We connect individuals and organisations who work across different generations building trust and respect which creates long lasting relationships.

GWT has more than 3200 members across Scotland and supports 18 local intergenerational networks which meet on average two to four times a year. The networks meet face to face or online and cover all of Scotland, from the Scottish Borders to the Highlands and Islands. They comprise a rich mix of community and public service groups (volunteers and paid staff) that currently use or want to learn how to use intergenerational approaches for the benefit of local communities and the people who live there.

The team

Our Chief Executive leads a small team of development staff who are skilled and knowledgeable in intergenerational practice, as well as managing day to day operations. The core staff team is augmented by volunteers, who support networks and contribute to project delivery. We currently benefit from 15 volunteer network coordinators, 13 intergenerational volunteers and 11 volunteer Trustees. Our Board of Trustees provides leadership and direction to the staff team. Details of our human resources can be found on our website at generationsworkingtogether.org/contact/team

Partnerships

Over the past 13 years we have built successful and close partnerships with a range of national organisations such as Education Scotland, Care Inspectorate, Age Scotland, YouthLink Scotland, Children in Scotland, Scottish Care and the Soil Association. A growing area of development has been our collaborations with universities and organisations outwith the UK including the University of Granada (Spain), Penn State University & Intergenerational Schools (USA), Linking Generations Northern Ireland and Griffith University (Australia).

Our principal source of funding is the Scottish Government. This is negotiated and renewed normally on a three-yearly cycle. Scottish Government funding underpins our core activities and is supplemented by further charitable project funding and earned income from training, events and memberships. The Board is keen to increase sponsorship and fundraising opportunities over the next few years, to ensure the financial sustainability of the organisation. In recent years our work has been assisted by grants from the Big Lottery (Awards for All), The Gannochy Trust, Voluntary Action Fund, Learning Link Scotland, Climate Challenge, the Soil Association and from some local funding opportunities.

How we work

We strive to provide the highest level of service to all our stakeholders and to be the best organisation that we can be, providing maximum public value.

All of our work is informed by a core set of values.



The National Operating Context

Connecting our older and younger generations is increasingly important in today's society. Social changes in Scotland are transforming the lives, relationships and learning opportunities of both younger and older people. People are living longer, with the percentage of the population over 75 increasing in all of Scotland's local authority areas. More people are experiencing separation and isolation as a result of family make-up, breakdown and migration.

Social connections between generations tend to be limited. Many of the places where we traditionally mixed are disappearing. We continue to travel through life in cliques and groups of our own peers which we keep throughout our lives. This growing separation means that children, younger people and older adults can miss out on opportunities for mutual interaction, understanding and learning. It also provides a unique opportunity to use intergenerational practice to ensure generations benefit from each other.

The benefits of intergenerational work for individuals, communities, workplaces and Scottish Society are immense.

Intergenerational practice contributes to:

- giving people of all ages a more positive attitude to ageing;
- countering and reducing negative attitudes towards older and younger people;
- helping older and young people to support each other and see the shared benefits of a vibrant community;
- supporting people's educational development.

Intergenerational work enables people of different generations to form trust, respect and build friendships which make a positive difference to them and their communities. Together younger and older people can share experiences, knowledge and skills which are mutually beneficial, tackling shared challenges and

preventing exclusion and isolation.

Intergenerational work can:

- improve health and well-being;
- support young people to improve their attendance at school;
- support young people to increase their attainment levels at school;
- reduce loneliness and isolation;
- contribute to reducing climate change;
- connect isolated communities.

The contribution of intergenerational work to Scotland and its National Performance Framework is increasingly being recognised by policy makers as an important means of:

- creating a fairer Scotland for older and younger people;
- reducing social isolation and loneliness and building stronger social connections;
- supporting achievement and attainment;
- building a stronger and more vibrant economy;
- improving the health and wellbeing of the nation;
- improving Scotland's natural and built environment.

These contributions are formally recognised in a range of Scottish Government policy documents and have been endorsed in recent Scottish Government reports including the "Housing and Ageing Strategy", "A Fairer Scotland for Older People" and "A Connected Scotland".

Key achievements, 2015 - 2019

18 local intergenerational networks supported and sustained bringing 550 people together each year to learn, share practices and provide mutual support.

Developing and delivering a range of CPD accredited training programmes, to over 200 trainees yearly. Our courses include i) Free introductory courses ii) Introductory - one day, iii) International Training for Schools, iv) 7-week online training - ICIL v) Age Awareness for intergenerational Teams.

In partnership with the University of Granada, we developed and facilitate an accredited 7-week online training course - the International Certificate in Intergenerational Learning (ICIL). Scottish students gain opportunities to learn with students from across the UK and other countries like Australia, Mexico, Columbia, Canada, USA, Spain, Singapore, Korea.

Over 130 people attend our annual conference, where we've delivered 57 workshops over the past 10 years to promote intergenerational practice.

40 volunteers recruited, trained and supported across projects and networks.

Developing the "Connecting Generations" programme in partnership with the Community School of Auchterarder, Perth Grammar, Jedburgh Grammar, Jedburgh Primary and St Clare's Primary Schools focusing on reducing the poverty related attainment gap in literacy and numeracy.

Creating opportunities and partnerships to learn from organisations in countries outside of Scotland including Intergenerational Schools, Cleveland, Penn State University in USA, University of Granada in Spain, Griffith University in Australia, Linking Generations Northern Ireland and TOY in the Netherlands.

Contributing effectively to national policy groups on social isolation and loneliness, older people, housing and volunteering.

Publishing new development resources such as the 'Intergenerational Guide in Early Years and Childcare (2019)'.

Delivering our vision - what we will do

We have identified five strategic aims that will help us to deliver our vision between 2020 and 2025. Over the lifespan of the plan we will implement a programme of action, which reflects both resources and the evolving political and societal context.

1 Strategic aim: To enable Scotland to become an intergenerational nation

Publications	<ul style="list-style-type: none">• Publish a suite of “thematic” good practice fact sheets• Publish a guidance document for care homes• Refresh when required existing publications and guidance to ensure they remain current
Training	<ul style="list-style-type: none">• Extend capacity to deliver existing training programmes by appointing a full-time training officer• Offer online training to extend access to provision equitably across Scotland• Develop a “train the trainers” programme• Develop and deliver workplace and work-focussed training programmes• Raise awareness of IG practice amongst scrutiny bodies – Care Inspectorate and Education Scotland• Deliver training programmes tailored to the needs of partnerships (place and interest) and whole organisations
Communications	<ul style="list-style-type: none">• Continue to develop and improve communication with GWT members and partners• Utilise new and emerging media technologies to support communication• Make effective use of social media to support all strands of the organisation’s work
Conferences and events	<ul style="list-style-type: none">• Deliver an annual national conference with increasing reach

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Strategic Aim: To Influence national and local policy in favour of intergenerational practice

External engagement and relations

- Create "a manifesto for an intergenerational Scotland"
- Strengthen partnerships with key organisations and networks across sectors
- Maintain and develop working relationships with key Scottish Government departments
- Promote IG practice with key national and local leaders
- Promote GWT's "expert" role in IG practice and share good practice from academics and practitioners from across the world
- Be responsive to changing priorities and needs
- Creating a National Intergenerational Database to follow progress and collate numbers of people involved in intergenerational work across Scotland

Policy Groups and Forums

- Contribute expertise to key policy and practice forums including:
- The National Implementation Group for 'A Connected Scotland'
 - National Working Groups - Parental, Family and Community Volunteering in Schools, Older people Age & Ageing and Age, Home and Community
 - Older People's Strategic Action Group
 - Scottish Older People's Assembly
 - Ministerial roundtables and short life working groups such as Intergenerational and Co-living

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Strategic Aim: To promote, support and increase innovation in Intergenerational practice in Scotland

Research

- Develop networks for research and housing
- Promote new research initiatives, in response to societal changes
- Strengthen evaluation in IG practice
- Collate and share learning from existing evaluation of IG practice

Innovative projects

- Stimulate and lead action research projects in key areas – including IG housing, education (attainment and achievement) and workplace learning
- Widen IG practice beyond day care/schools and care homes
- Develop new and creative use of digital technologies to facilitate relationships between generations

Recognition

- Deliver a National award scheme to recognise achievement in IG practice

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Strategic Aim: To increase participation in intergenerational practice

Membership

- Continue to grow and improve our membership offer

Local and National Networks

- Strengthen geographic networks to increase independence and impact
- Develop GWT's international networks and promote transnational dialogue and initiatives
- Support online delivery of networks

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Strategic Aim: To ensure sound governance

Planning

- Review our progress annually and update Strategic and Operational Plans as necessary
 - Scan the operating environment and adapt plans (and services) to meet emerging needs
-

Finance

- Grow our budget
 - Secure longer-term core funding
 - Reduce reliance on grant funding by increasing income from other sources
-

Policy and Procedure

- Ensure that all of our policies and operating procedures remain current and fit for purpose
 - Develop new policy and operating guidance in response to changing circumstances
-

Risk

- Minimise the impact of risks
-

Accountability

- Meet all reporting requirement of funders and regulators
 - Provide comprehensive reports to all stakeholders, specifically members
-

Board

- Provide strong leadership
- Operate to the highest ethical and professional standards
- Maintain an appropriate age, gender and skills balance in Board membership

How will we know we are succeeding?

We have identified five outcomes against which we will measure our progress. For each outcome, we will gather and evaluate evidence of change and use this to make evaluative judgements on the difference that our work is making. We will report periodically on our progress and adjust plans and activities in light of evaluations.

Outcome / Impact	Possible evidence sources
Respectful relationships between generations	<ul style="list-style-type: none">• Impact data from intergenerational activities and initiatives• Wider research on intergenerational relationships in communities
Research is informing and influencing practice	<ul style="list-style-type: none">• Growth in intergenerational research• Embedding of evaluation in intergenerational activities and initiatives• Strengthening relationships with overseas academics and practitioners• Impact of research on GWT plans and initiatives• Use of the GWT website as a research resource
Effective and inclusive IG networks	<ul style="list-style-type: none">• Membership numbers and constituency• Participation levels in network meetings and activities• Feedback from members
Increased connection between generations	<ul style="list-style-type: none">• Impact data from intergenerational activities and initiatives• Wider research on intergenerational relationships in communities, loneliness, isolation etc.
IG practice is embedded in organisational, local and national policy	<ul style="list-style-type: none">• Policy audits• Feedback from members

Resources required to deliver our Corporate Plan

We are a small charity experiencing high demand for our services and resources.

Our greatest area of expenditure is on our staff, with the remainder of our funding being used to meet our running costs and project delivery.

During this plan period we are committed to growing our services and activity. Our greatest financial challenge will be achieving a level and security of resourcing, which enables us to meet demand while maintaining a high quality of service.

As we seek to grow and provide national leadership in intergenerational practice, we need to manage our resources carefully and ensure that we maintain focus on our priorities and actions. In order to achieve the desired level of growth in activity, we will seek to increase all of our income streams, attracting increased grant funding and generating more profit from our service delivery.

Financial 5 Year Projection

	2019/20	2020/21	2021/22	2022/23	2023/24
income	186,817	169,560	172,000	180,000	184,000
<i>funding</i>	167,178	152,860	155,000	155,000	155,000
<i>conference</i>	7,180	7,000	7,000	8,000	9,000
<i>training</i>	12,458	9,700	12,000	15,000	20,000
expenditure	147,264	199,518	172,000	180,000	180,000
<i>personnel costs</i>	102,713	141,704	115,000	120,000	120,000
<i>non-personnel costs</i>	49,349	57,814	57,000	60,000	60,000
surplus/deficit	39,553*	-29,958*	0	0	4,000

*The surplus in 2019/20 is due to funding received in that year for projects in 2020/21, which also accounts for the deficit in 2020/21

Risks

We have identified the main risk areas for our organisation:

Funding

Insufficient funds to deliver the services

Cashflow

Insufficient cash to meet immediate expenditure.

Outcomes

Failure to achieve desired outcomes

Staff retention

Staff turnover resulting from doubts around tenure of employment

Business Continuity

Interruptions to service delivery resulting from staff shortage, IT failure and other practical considerations

Reputational damage

Resulting from failure to deliver against public and contractual commitments

Impact of Covid 19 (and any future health emergencies)

External factors which constrain our work and wider IG practice

These risks will be monitored by the Board on a regular basis, which will minimise the threats posed and mitigate impact through prompt and decisive action.

Contact details

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