



**Generations
Working
Together**



Corporate Plan Review

April 2020 – March 2021

Scottish Charitable Incorporated
Organisation (SC045851)

Introduction

In Summer 2020 we published our **Corporate Plan** for 2020–2025. This Review reports on the progress that we have made over the last year and updates our priorities for the future.

The past year has been challenging in many ways, it has however also brought opportunity and seen progress in a number of important areas. We are pleased to share that progress with you.

We look forward to another productive year in 2021-22.

About Us

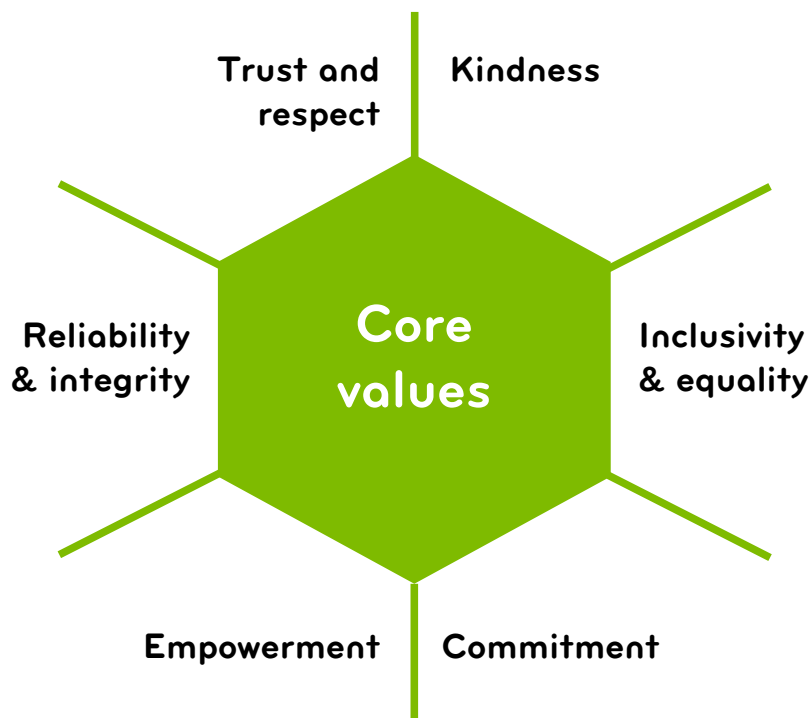
Generations Working Together (GWT) is the national expert centre for intergenerational practice across Scotland. Our mission is to develop, expand and improve intergenerational practice across the country.

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.

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 the following core set of values:



Progress and Achievements on our five strategic aims

To enable Scotland to become an intergenerational nation

Publications

We have published a number of new resources:

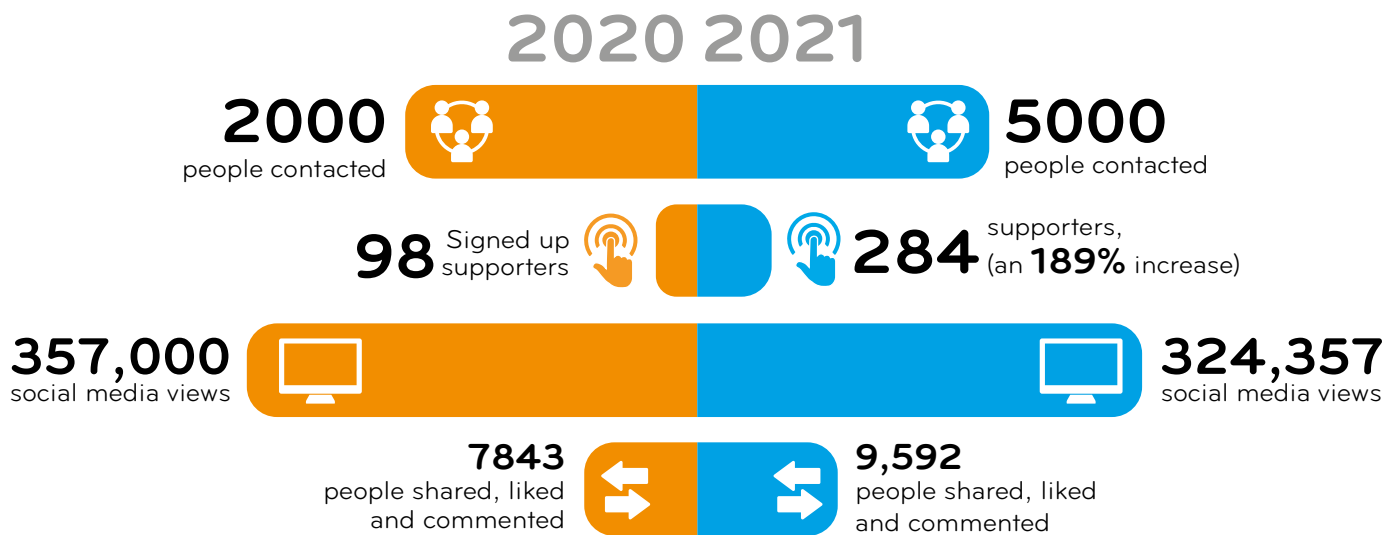
- [Directory of Intergenerational Ideas and Resources](#)
- [Art themes for intergenerational activities](#)
- [Connecting Generations Online.](#)
- [EPALE blog- The Role of Intergenerational Learning in Adult Education](#)
- Online activities launched - [Physical Activity Pick and Mix](#) and [Pick a Picture](#)

Training development

- Two International Diploma in Intergenerational Learning Courses were delivered in partnership with the University of Granada
- Five new online courses were launched:
 - What is Intergenerational Work?
 - Overcoming Ageism through an Intergenerational Lens
 - Planning your Intergenerational Project
 - Intergenerational Housing, Places and Spaces
 - Measuring the Impact of Intergenerational Projects
- Two full day intergenerational training sessions were delivered using activities involving cooking, eating, growing and sharing food across the generations
- A number of online learning events were hosted identifying different themes of interest. Topics included connecting through food, volunteering, ageism, care homes, animals, climate change and sport.
- One to one support was given to care home staff encouraging them to create intergenerational connections for their residents.

Communications

- Back in March 2021 in partnership with Linking Generations Northern Ireland, Bridging the Generations (Wales) and The Care Family (England), GWT led the successful delivery of the Intergenerational Week campaign. The movement achieved a significant increase in the number of people engaging with the campaign in comparison with the previous year.



Although year 2 of the campaign saw **324,357** views the number was slightly lower than in the previous year. The reason behind the fall in numbers was due to the advertising budget which was only **16%** of the original budget set back in 2020. GWT is proud to have achieved such high numbers with such a reduced budget.

GWT produced regular [e-bulletins](#) through-out the year, ensuring that our membership had regular access to information on opportunities, events and good practice. The bulletins also offered a means of sharing important public health information during the pandemic.

GWT worked with **SCVO Digital Connecting Scotland** supporting people in Scotland to get online as being digital became an essential lifeline for many of our network members and communities.

Conferences and Events

- Our annual National Conference went online attracting new audiences, extending reach to involve overseas delegates and increasing the number of people participating.

2 To influence national and local policy in favour of intergenerational practice

External engagement and relations

- GWT's Manifesto for an Intergenerational Scotland was launched and shared with all political parties ahead of the 2021 Scottish elections as well as with other agencies active in Scottish civil society.
- The pandemic provided opportunities for GWT to strengthen relationships with professional colleagues across the UK, Europe and wider afield including America and Australia. These partnerships enabled staff to share what was happening across the field of intergenerational work world-wide, learning from each other, sharing resources and firefighting together.

Policy groups and forums

- Trustees and staff continued to represent GWT at national and local online conferences, meetings and groups particularly during the period when the Scottish Government and others were preparing plans for Covid recovery.

3 To promote, support and increase innovation in intergenerational practice in Scotland

Research

- We have continued to work with academic and governmental bodies to promote and support research into the benefits of intergenerational practice

Innovative Projects

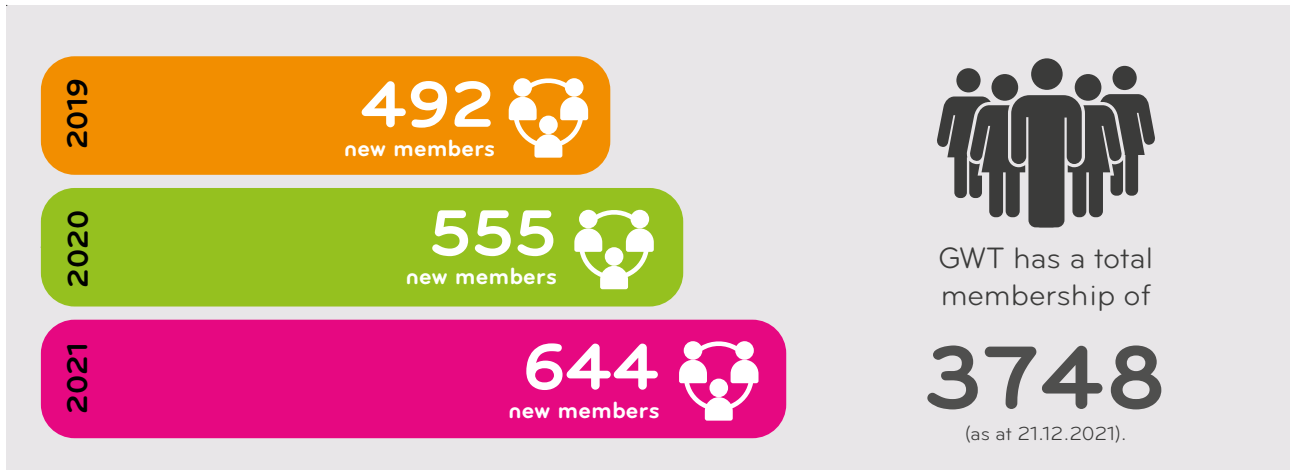
- We continued to work with the Soil Association in delivering Food for Life Get Togethers, using food to connect different generations. GWT provided training to practitioners to promote best practice in developing and delivering intergenerational programmes.
- We completed the third year of an education project based in Perth and successfully secured funding from the Gannochy Trust for a further three-year project involving schools in the Perth & Kinross Area. Funding was also secured to create an intergenerational project in the new Intergenerational Community campus based in Jedburgh, Scottish Borders.

Recognition

- We successfully delivered our Annual Excellence Awards, which were adapted to reflect the fact that the country was living through a pandemic. The revised Award framework provided an opportunity to recognise the exceptional efforts that practitioners were making to sustain intergenerational work in incredibly difficult circumstances.

4 To increase participation in intergenerational practice

Membership



Local and National Networks

- We continued to support 18 local intergenerational networks with a total of **58** network meetings held during the year. There were **698** attendees, an average of **12** per meeting. This result includes 11 additional network meetings on last year's figures seeing an increase of **119** attendees.
- We established four new thematic networks to host conversations around ageism, intergenerational housing, spaces and places and research.
- The pivot to online networking brought significant successes and we are now working to embed the successful elements in our core practice as the nation moves beyond the pandemic and into recovery.

5 To ensure sound governance

The Board

- The Board has been successfully meeting online. While this has brought challenges, it has made it easier for volunteer Trustees to attend.
- Progress has been made in diversifying the board improving the age, gender, ethnic and skills balance. The board recognise the continuing importance of this work

Finance

- Emergency funding from the Scottish Government was secured which enabled GWT to temporarily expand the staff team and undertake additional work to support the intergenerational community and wider society during the pandemic. It has enabled GWT to pivot to home and online working, which allowed us to sustain our work during the pandemic. As a result, GWT is able to “gear up” for more flexible delivery in the future.

Policy

- We have reviewed and updated policies including: Equality & Diversity, Equal Opportunities, PVG policy, Secure Handling, Hiring Ex-offenders and Referrals.

Planning

- A summary of our Corporate Plan was published to make its contents more accessible and assist us in communicating our priorities and actions to a number of audiences

Risk Management

- GWT have strengthened our approach to risk and risk management embedding the consideration and management of risk in the agenda for all of our Board meetings

Accountability

- GWT have engaged an external contractor to support staff and the board in the development and piloting of a robust self-evaluation framework. This contract will run over three years and progressively assist us to focus our reporting on the achievement of direct and secondary outcomes

Delivering Our Vision – What We Will Do

1. To enable Scotland to become an intergenerational nation

Strategic Aim	Actions
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"> • Continue to develop our online training offer • Build IG training capacity • Expand delivery of workplace and work-focussed training programmes • Advocate for the inclusion of IG training in the initial professional learning of key professionals across disciplines • Deliver training programmes tailored to the needs of partnerships (place and interest) and whole organisations
Communications	<ul style="list-style-type: none"> • Lead the delivery of an international intergenerational week campaign • 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
Consultancy	<ul style="list-style-type: none"> • Utilise our expertise to support the development of projects and initiatives that could benefit from the integration of IG work in their practice

2. To influence national and local policy in favour of intergenerational practice

Strategic Aim	Actions
External engagement and relations	<ul style="list-style-type: none"> • Continue to promote our “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 • Continue to develop a National Intergenerational Database to follow progress and collate numbers of people involved in intergenerational work across Scotland
Policy Groups	<ul style="list-style-type: none"> • Contribute expertise to key policy and practice forums

3. To promote, support and increase innovation in intergenerational practice in Scotland

Strategic Aim	Actions
Research	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Deliver an Annual National Award Scheme to recognise achievement in IG practice

4. To increase participation in intergenerational practice

Strategic Aim	Actions
Membership	<ul style="list-style-type: none"> • Continue to grow and improve our membership offer • Introduce an organisational membership category
Local and National Networks	<ul style="list-style-type: none"> • Strengthen geographic networks to increase independence and impact • Develop GWT’s international networks and promote transnational dialogue and initiatives • Support online delivery of networks

5. To ensure sound governance

Planning	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Continue to grow our budget • Continue to work towards long-term financial sustainability • Reduce reliance on grant funding by increasing income from other sources
Policy and Procedure	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Identify, evaluate and manage risk effectively
Accountability	<ul style="list-style-type: none"> • Meet all reporting requirement of funders and regulators • Provide comprehensive reports to all stakeholders, specifically members
Board	<ul style="list-style-type: none"> • Provide strong leadership • operate to the highest ethical and professional standards • strengthen the connection between the Board and the wider membership • Ensure that the composition of the Board is diverse and reflects both the make-up of the population and the field of IG practice