



IDEAS Strategic Plan 2023–2025

1. Purpose of this strategic plan

Networking organisations exist to offer benefit to their members. In recent years, IDEAS has supported the Scottish Global Citizenship Education (GCE) sector through developing and co-delivering large projects for UK and EU donors. As well as achieving their own impact, these projects have supported IDEAS' core work of networking and advocating for the sector, and provided additional resources to some members. However, since the end of 2021 we have no longer had funding and we have continued to work collaboratively as a member-led organisation.

Our current strategic plan builds on extensive work conducted during 2020 by the Executive Committee with support of an independent consultant and in close consultation with the whole IDEAS membership. The plan maintains its focus as IDEAS functioning as an enabler of strong relationships among members and an advocate for GCE in Scotland.

2. Who we are

IDEAS is a network of organisations and individuals involved in Development Education and GCE across Scotland.

Why does Scotland need IDEAS? We believe that young people gain important skills, values and understanding through good GCE. And we believe that a well networked GCE sector can support teachers and policy makers to deliver the best possible GCE in our schools, growing globally minded, informed and active citizens and communities. Our role as a network is to enable relationships, share learning and advocate for best practice.

Our network brings together diverse groups in a way which benefits everyone. Large INGOs gain access to a wider audience for their resources and can achieve more with limited staff input through working with partners in the sector. Small DECAs have been strengthened by INGO advocacy and connections. They are nimble, able to scale up to deliver larger projects and support INGOs. Other members have an indirect connection to GCE but gain through IDEAS' communications, while offering connection to other relevant networks.

Networks have many interchangeable identities and roles. IDEAS is:

- A *representative voice* for the GCE sector (whether groups are our members or not)
- A *collective* of organisations with an interest in GCE (our members)
- An *organisation* with governance, staff and financial requirements

This strategy will drive what we do as an organisation, based on what our members choose to contribute to as a collective. It does not drive the strategies of individual members or of the sector more broadly.

3. Our successes

The GCE sector in Scotland has been formed over decades, with formal organisations emerging in the 1980s and IDEAS developing as a network in the 1990s. Early successes of IDEAS' advocacy and relationship building included increased funding and focus for GCE from the UK Government; the introduction of Global Citizenship as a cross-cutting theme in the Curriculum for Excellence; engaging community education workers on global issues; and ensuring a focus on GCE in initial teacher education.

Over the past decade, IDEAS has:

- Built a profile for GCE in Scotland, which has released new resources, especially for DEC, including Scottish Government core funding since 2014 and small grants through Bridge 47
- Led key cross-sectoral partnerships to build best practice in GCE through the Global Learning Project and its successors
- With partners, won a Scottish Government commitment that Learning for Sustainability (LfS) is an entitlement for all pupils
- Offered peer support to members of all kinds and created an identity for the GCE movement in Scotland
- Played a role in ensuring Global Citizenship and LfS are prominent within the General Teaching Council for Scotland Professional Standards
- Delivered the Teach Global Ambassadors project (2013) which is still making a difference to teaching and learning now
- Contributed to partnerships with academic institutions, the National Health Service Scotland and the National Performance Framework Unit at Scottish Government through the Partnerships funding stream of Bridge 47.

4. Our approach

IDEAS still has a relevant contribution to make, but our funding context is challenging. We are proposing to remain, for the time being, within a **member-driven format with minimal staff input**.

A two-tier membership model is proposed as a way of responding to members' differing needs and capacity:

1. **Core membership** of IDEAS, for organisations with a core GCE purpose. This membership offers full access to the benefits of membership, with an expectation of core investment in the network, either through £ contributions or in-kind support.

- A flat, organic structure will reflect the values and ethos of the sector and allow members to work together on what they decide are the priorities
- Small working groups of members will drive forward their common agendas and communicate members' priorities to key audiences
- Members will be invited to propose what they can offer each year. Some find time easier than money, some find money easier than time, some cannot offer more of either, but could offer meeting space, volunteers or other support
- All in-kind contributions will be time-bound and reviewed annually so that no member is left making an unsustainable commitment to the network
- The formal membership fee will not change in the immediate term.

2. **Associate membership** will be available for the same fee as full membership, to organisations with a wider purpose. Associate members will not be asked to contribute additionally to the core working of IDEAS. They would receive the regular newsletter and would be invited to certain events and working groups. They would not have voting rights and would not be able to represent IDEAS or field candidates to the Executive Committee.

5. Our strategic priorities for collective working 2021–23

We have three priorities for our collective working going forward. Our annual planning will situate our joint activities within these aims to help us achieve as much as we can with our limited resources.

Aim 1: Networking and sharing learning to promote good quality GCE and coordinate our activities

- Organise one member event and one wider stakeholder event annually
- Communicate with members and wider audiences through a regular newsletter, our website and social media

- Increase visibility and size of network/membership

Success will be measured by:

- Engagement of member organisations to organise and participate in events and communications
- Event attendance, social media statistics
- Event evaluations

Aim 2: Amplifying value of good GCE in Scotland

- Strategic engagement with key groups implementing programmes related to GCE, such as LfS and the Anti-Racism in Education (ARE) Programme
- Advocating for the GCE sector and its funding through the IDEAS Advocacy working group

Success will be measured by:

- Engagement of membership and wider network in advocacy activities and implementation of advocacy plan
- Achievement of IDEAS policy asks
- Proactive requests for IDEAS input to external fora

Aim 3: Managing IDEAS as an effective, agile organisation

- Maintaining our status as a charitable company
- Seeking continuous improvement in our governance
- Stewarding our finances well and seeking to grow our income where possible

Success will be measured by:

- Meeting the expectations of our regulators
- Engagement of members in Executive Committee elections and tasks
- Number of members and level of active involvement
- Financial sustainability