

Creating Big Change Together

OUR STRATEGY AND GOALS

BIG
CHANGE.



"The courage to lead is to say that just because the model is normal, just because it is embraced and operated by the vast majority, doesn't mean it is the right model for the times we are in.

It's having the courage to stand up and say, "I think we have to do things differently"."

Simon Sinek, Big Change Advisor

THE BIG CHANGE WE WANT TO SEE

Every young person is set up to thrive...

in times of constant change,

in life not just exams,

and to contribute to
the world around them.

We are a catalyst

a small but disruptive force for change

We back the pioneers

who are leading bold approaches at the frontline of change;

Unite a community of supporters

to direct funds and energy to the areas of greatest impact;

And activate diverse allies

as a force for long term system change.

We are hopeful and human

We believe in the potential of both **individuals and the collective** to make change, and that great things happen when you **build connections, trust and relationships**.

Together we **challenge old assumptions** about how to support the next generation, recognising complexity whilst **anticipating a hopeful future**.

10 big hopes for change in education

We activate diverse allies who share these hopes for change in education.

01.

There is a new public conversation about education

02.

All young people are set up to thrive in life not just exams

03.

There is a broader view and story of success for every child

04.

Every child can fall in love with learning and keep on learning for life

05.

Trusted relationships give every child support to learn and thrive

06.

Multiple pathways through learning and into work are valued and supported

07.

Professional learning is as important as student learning

08.

All schools are actively supported to improve and learn together

09.

Schools and communities thrive as part of local learning ecosystems

10.

Education is protected from short term politics

#HOPES4ED



Our three goals for 2030

We know that creating long-term changes to whole systems is difficult and complex.

It requires us to look not only at presenting problems but beneath the surface at what really drives them.

To shift systems we also have shift mindsets - how people think and feel about the way things are - and create a shared understanding and collective ownership of change.

WE NEED A SHIFT IN...

Experience

in what, where and how children learn.

Actors

in who provides learning opportunities and how they are integrated.

Mindset

in our assumptions about what education is for and what it should deliver.

IN ORDER TO...

GOAL 1

Show a new way is possible

Pioneering approaches to supporting young people have become the new normal and the learning experience of every child, no matter what their background or circumstance, sets them up with the agency and opportunity to thrive.



GOAL 2

Make education everyone's business

All parts of society, including parents and employers, are actively involved in supporting young people and schools to thrive as part of local learning ecosystems.

GOAL 3

Create a new common sense

Wider society has accepted a new and expanded purpose for education (to set up every young person to thrive) and key parts of the system have changed to support it (e.g. policy, funding, accountability).

Our strategy for 2020-22

Unlocking impact towards our long-term goals.

We now have a tried and tested model for our role as a catalyst. The next phase is to unlock greater impact through partnerships.

We will actively work with other funders and supporters, peers in the sector and cross-sector leaders to accelerate change beyond our direct reach.

“ONE OF THE REASONS IT IS SO HARD TO CHANGE EDUCATION SYSTEMS IS BECAUSE OF THE “INVISIBLE” FORCES HOLDING IT WHERE IT IS, NAMELY THE INTERESTS, BELIEFS, MOTIVATIONS AND FEARS OF THE PEOPLE INVOLVED.”

Andreas Schleicher
Director for Education and Skills, OECD

STRATEGIC PRIORITIES FOR 2020-22

**Back diverse people
and projects working
collectively**

**Unlock financial and
non-financial support
for change**

**Change the conversation
among the public and
decision makers**

3 GOALS FOR 2030

**Show a new
way is possible**

**Make education
everyone's business**

**Create a new
common sense**

1. Back diverse people and projects working collectively

Showing that **a new way is possible** by finding and supporting the pioneering approaches that address the most pressing needs and opportunities, to ensure all young people are set up with the agency and opportunity to thrive.

The problems we see

- It is hard for pioneers working on new approaches and early intervention to get the urgent attention on the problem they're trying to solve
- The funding and support available is often not aligned to the needs of pioneers addressing complex issues
- Leaders from diverse backgrounds are not always able to access the support they need to drive big change

Our insight

- To show a new way is possible we can't just support what it is easy to fund. We need to back a truly diverse set of pioneers to do whatever is needed and create the conditions for wider system change to take hold

Our focus

ACTIVITY

INTENDED IMPACT

Find and back a cohort of diverse and high potential Big Change pioneers	> A thriving network of visionary pioneers working together to drive big change
Partner with 30+ high potential projects focused on big change	> New approaches within the areas of most need have demonstrated impact on the lives of young people
Work with our network of big changers to improve funding and support opportunities for pioneers	> New models of partnership and impact for system change solutions are adopted elsewhere in the sector

“TOO MANY PEOPLE WHO ARE TRYING TO MAKE A DIFFERENCE DON'T REALLY UNDERSTAND THE PEOPLE THEY ARE TRYING TO HELP OR HOW LONG IT TAKES TO ACHIEVE ANYTHING OF WORTH. CLARITY OF VISION IS KEY TO ACHIEVING IMPACT.”

Becky Earnshaw, Voice 21
Big Change Project Partner

2. Unlock financial and non-financial support for change

Engaging new and diverse actors to show that **education is everyone's business**. All parts of society need to be actively involved in supporting young people and schools to thrive as part of local learning ecosystems.

The problems we see

- Many see education as someone else's problem, and don't recognise the role we can all play in supporting big change
- Most funding goes to treating symptoms of the existing system vs addressing root causes and unlocking greater impact
- Support is often siloed, with individuals and organisations working independently and duplicating effort

Our insight

- There is a lot of latent support and energy for change, by working together and each playing our roles we can have much greater impact

Our focus

ACTIVITY

INTENDED IMPACT

Expand our community of values-aligned donors, partners and fundraisers working together to support big change



Each project partner has the crucial early-stage support they need to begin to impact lives at scale

Showcase the ways that individuals, businesses and communities can help support change



Pioneering leaders across sectors demonstrate how employers, individuals and local communities can accelerate big change

Codify our way of finding and funding pioneering projects



A new Big Change hub in the US is finding and supporting local pioneers

“PHILANTHROPY CAN AND SHOULD BE A DEEPLY ENRICHING, FUN AND COLLECTIVE EXPERIENCE. I SUPPORT BIG CHANGE FOR THAT, AND BECAUSE I’M A HUGE BELIEVER IN THE POWER OF EDUCATION TO CHANGE LIVES AND SOCIETY.”

Sara Blakely, Founder and CEO of Spanx

3. Change the conversation among the public and decision makers

Working towards creating a **new common sense**, where wider society has accepted a new and expanded purpose for education (to set up every young person to thrive) and key parts of the system have changed to support it (e.g. policy, funding, accountability).

The problems we see

- No widely held view about what the next generation need to thrive, or the pathway to system change in education
- Many people and parts of the system face an innovation hostile environment
- Policy and resources are focused on incremental not long-term change (reform vs transformation)

Our insight

Systems change when two things happen:

1. There is public (grassroots) demand for something different and
2. There is leadership in place (grasstops) that is willing to take action to meet that demand

Our focus

ACTIVITY

INTENDED IMPACT

Build support for and launch a national Co-mmission on the Purpose and Future of Education



A national platform drives hopeful conversation among the public (parents, youth, educators, employers), and develops powerful insights, and actions that create long term changes in policy and practice

Develop new insights and ideas for change that can activate influential groups (e.g. employers, parents)



More actors across the ecosystem are working to drive and deliver big change in education

Target key partnerships and shared action on key opportunities for change



Increased energy, resources and action focused on long term system change

**“IT IS FOR US TO CREATE
THE DIALOGUE ABOUT WHAT
WE WOULD LIKE THE PURPOSE
OF EDUCATION TO BE TO HELP
YOUNG PEOPLE THRIVE
IN OUR ERA.”**

Sandy Speicher, IDEO
Big Change Global Network

The story so far

We have been rethinking the role of charity as a catalyst for positive change since 2012.

We're open and humble enough to know that we don't have all the answers, so we keep on learning...



22
PROJECTS
BACKED

...WE HAVE LEARNED

by doing

We have backed **22 projects** that address critical needs and opportunities for big change in the UK. Our support helps pioneering leaders establish new approaches to intractable problems in the education space. We support and enable these leaders to take risks and learn while preparing to scale their impact.

700,000 young people in the UK have new learning opportunities, chances to build their agency and a stronger ecosystem of support.



700,000
YOUNG
PEOPLE

by connecting

a **1000-strong community** who have fundraised and donated **£7+ million** and provided non-financial support to the pioneers and to Big Change.

Initial Big Change project funding of £3 million unlocked **£45 million in follow on funding** from governments and other foundations showing a **15x return**.



and by listening

to a **global network of 200 pioneers** reimagining education across geographies and contexts, to understand where and how change is happening, and why sometimes it is not.

We have developed collective insight and hopes for change through **events and convenings**, and the publication of research and pioneer case studies.



"Here is the weird thing about the future:
it always seems to be the work of someone else.

And that work can be postponed, because the gravity of today's issues, concerns, problems outweigh investing time thinking about just how big a leap the future will require of us.

If you can ready the world for me, you will have also readied the world for the future you will live in until your last breath.

So please, be courageous and dream big for us both."

A note from the learners of tomorrow to the adults of today
Keith Yamashita, March 2019





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