

How We Change the World

Good Things Foundation's Social Impact Theory of Change



How we change the world

We make change happen in three key ways. It involves individual behaviours and social change.

It starts with a long term goal: to change the world through digital technology.

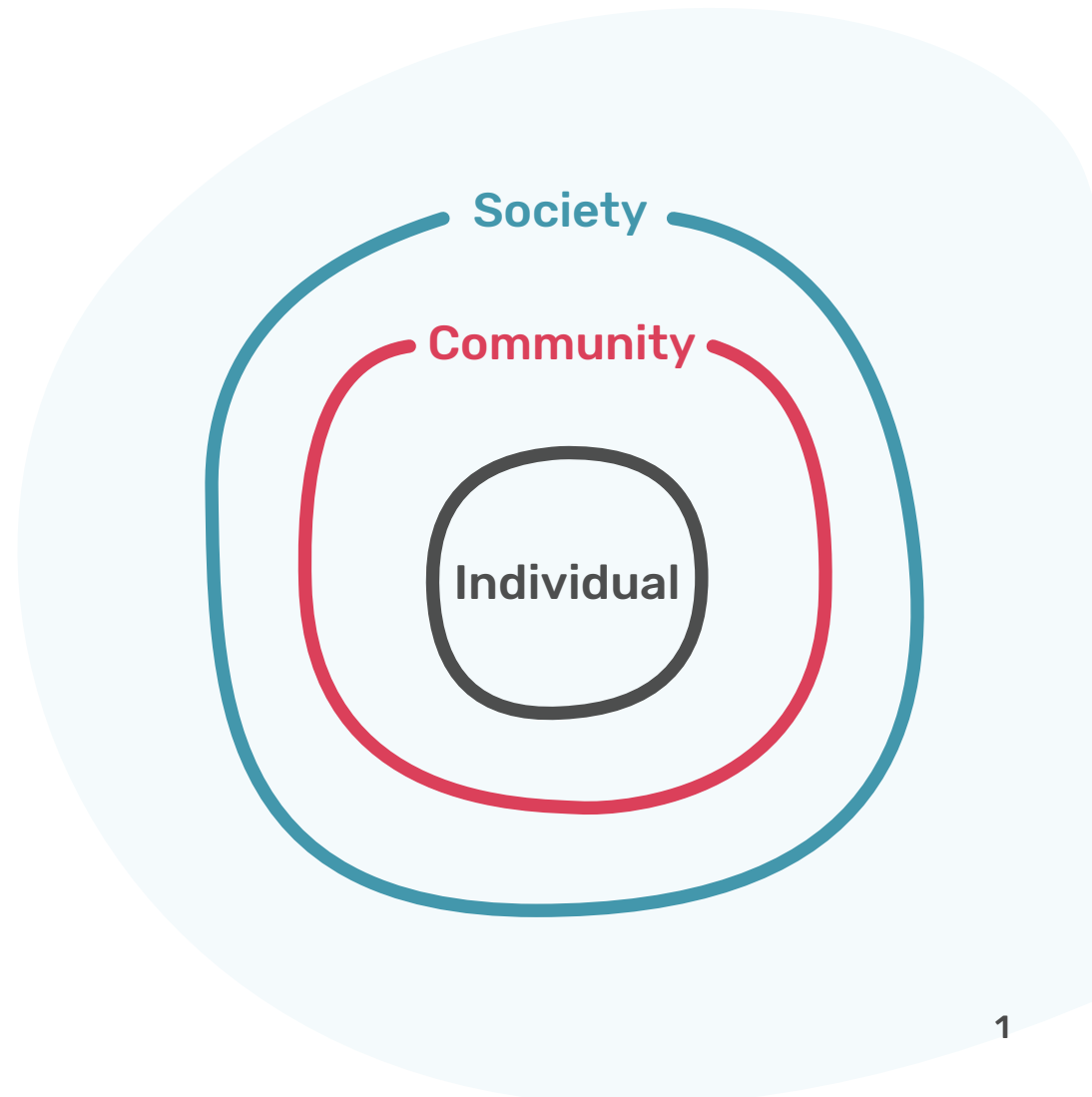
Through our work we take individuals, communities and society from a position where they feel disempowered, isolated and uninspired to a point where a future is possible.

We have an impact in three different ways:

- **At an individual level: having a positive impact on people**
- **At a community level: having a positive impact on groups, networks and institutions**
- **At a societal level: having a positive impact on public attitudes, behaviours and formal policy.**

We design with, not for people which allows us to understand underlying behaviour and focus on their relationships. This allows us to see their challenges not just as problems, but the way everyone can play a role and take responsibility so society evolves, becomes stronger, more creative and more resilient.

Our big ambitions are rooted in the reality of people's every day lives and this is where our theory of change comes into play.



Levers for change

All around us we can see examples of how top down approaches (from a societal or governmental perspective) or grass roots innovation (by individuals) have sought to bring about social change.

Gay marriage is a great example of committed individuals petitioning for change and society or government responding with a clear policy shift.

The impact of plastic bags that we used to take for granted in their millions, but which ultimately ate up precious resources, have been to a greater degree mitigated through a process of campaigning and regulation.

Some levers have been a carrot for change. Some have been a stick for action. We think that to tackle the changes around us need not only:

Top down  **change policy**

Bottom up  **shift in culture**

But also:

Networked  **mass behaviour and attitudinal change.**

Individual

Many people who learn and receive support at Online Centres have been on a considerable journey before they walk through the door of an Online Centre.

Often people go through a period of crisis – bereavement, homelessness, declining health, and poor mental health – which created a turning point in their life.

Negative experiences with public services (education, health, housing, social services and the police) have a damaging legacy, leaving people feeling powerless to control their own future.

Stepping through the door of an Online Centre can be daunting. Past experiences of support and learning often cast hard shadows over how people feel they will be perceived. When you've been told you're no good, you have no future, you can't learn, why should you trust anyone? But stepping through the door of an Online Centre is different, you're not judged and you are with people who are like you.

Someone asking if you'd like a drink, giving you more than your allotted 10 minutes, helping you deal with the practical challenges like getting from A to B, paying your rent on time, helping organise childcare and doctors or hospital appointments, making sure you can get food on the table that evening and not pressuring you: these are

things that matter. They're not small things, they're the necessities. From here, people can relax more and open up.

This is the beginning of being willing to engage. People start to engage with things for their own own good – they see a benefit in taking control of things for themselves. This critical change in attitude and behaviour is the start of a journey that takes a person from being a passive actor to being someone who can engage:

For themselves



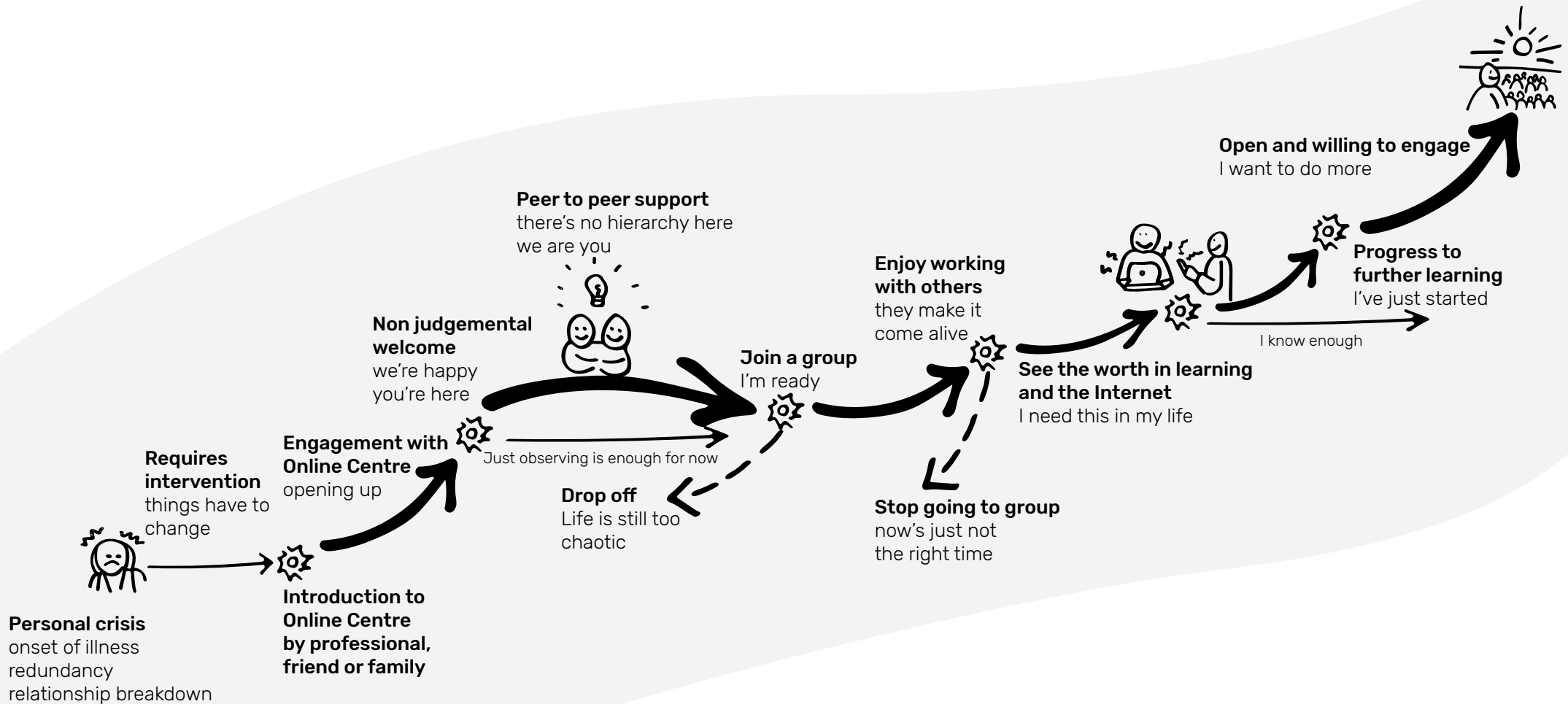
with other people



on behalf of other people

These stages of engagement are critical. They support the other ways in which we change the world. By helping people to engage with and ultimately for other people, we help to create the possibility of capable communities driving change from the ground up.

Individual



Community

Online Centres support people with multiple complex needs. They're experts in knowing how to negotiate the complex systems in which people have to operate. They also change, influence and build them. They make up the social infrastructure of communities.

Individuals may have physical and mental health needs, face language barriers, be at risk of losing their home and have no personal support networks to draw upon. They also rely on public services, but often struggle to meet the demands that these place on them.

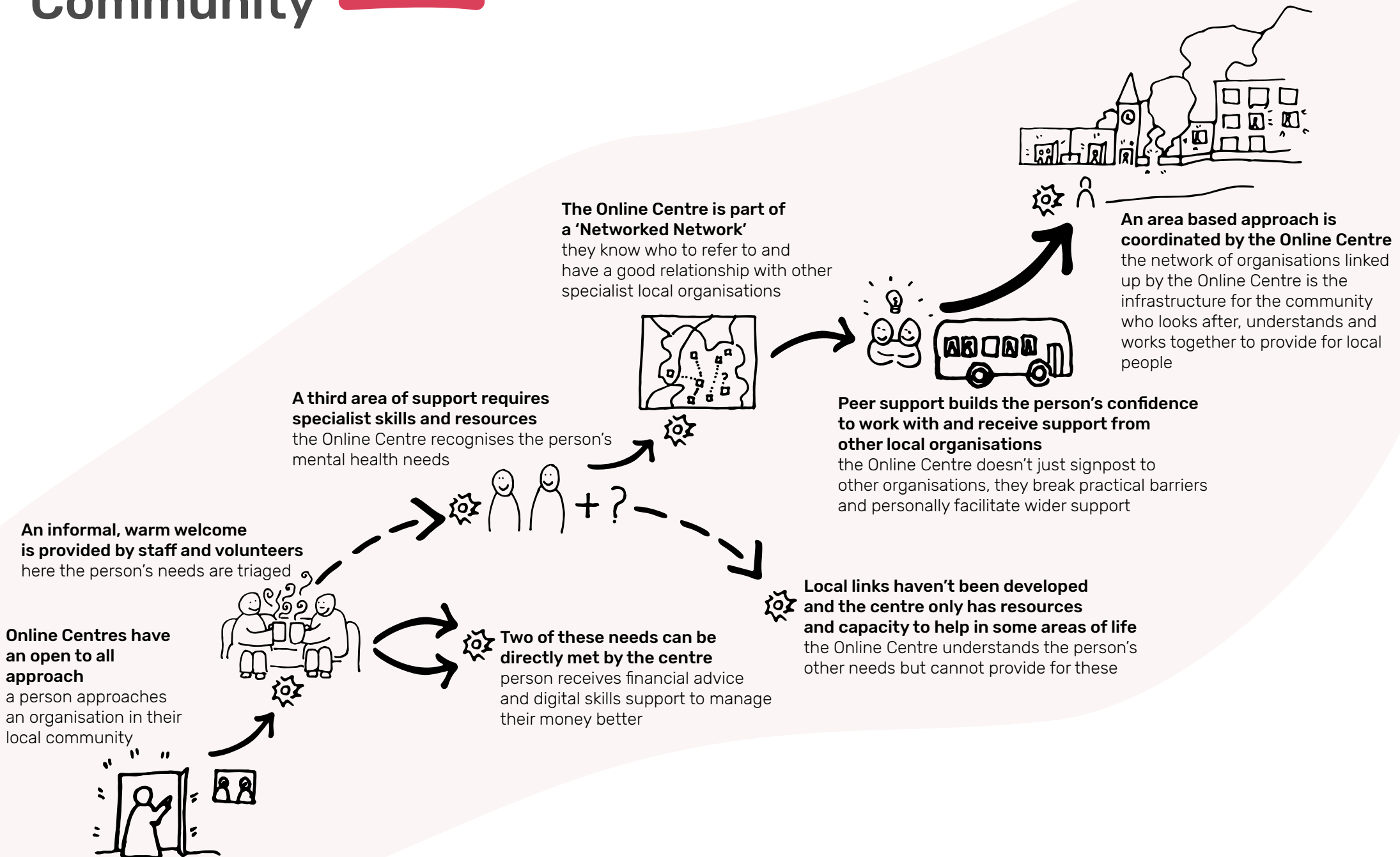
Our centres help people to navigate these services. They treat the whole person, not just a problem. This means understanding that one area of need in a person's life will impact another; poor mental health due to housing worries will affect someone's willingness and ability to engage in learning and apply for work. Centres help people to be outward looking and participate, to learn from others and to share ideas across a wider platform of activity, on and offline.

They're a place and a reason for people to connect with other people in their communities. They open spaces and organise activities for people from different backgrounds to come together.

This is the networked network: a network of Online Centres who work with other local organisations. These include centres who have relationships with other community organisations, health professionals and GPs, job centres, social housing providers, local businesses and national charities.

Centres can also be key influencers in their communities, bringing together community actors and organisations to coordinate support and activities in a local area.

Community



Society

Changes in social attitudes and behaviours are notoriously hard to engineer. They can take several decades and multiple stimuli.

Equal marriage and recycling have both taken a combination of campaigning, incentives, nudges and regulation to get to where we are today.

This is about developing socially conscious responses, which seek to change not only the experience of a person within a system, but the system itself - and not only change the system for the good of that person but change the system for the good of everyone who experiences it. People who have received help from an Online Centre often return to give support back to that centre and other people who need help. In this way, centres help people to come together to create social value and spread social consciousness.

At Good Things we can affect societal change in four ways: attitudes, behaviours, policy and practice.

Attitudes and behaviours are the trickiest to influence and have to be done person by person. This is where Online Centres come in. Lots of small actions, repeated regularly and in many places across the country, add up to large societal shifts. Fusing connections across

the Online Centres Network and beyond, creates a strong platform on which to build and deliver shifts in how people think and behave.

There is more power in the network working together than centres working in isolation or simply through Good Things Foundation. We think about centres as the social infrastructure of our society. This infrastructure needs to be maintained and developed so that working together we can support large-scale shifts in how we approach problems. Our network can be a platform for social change that centres can use to spread good ideas so that ideas come from the ground up and not just through Good Things Foundation.

Policy and practice is more straightforward and we influence these through working closely with government and policymakers, as well as practitioners to keep learning and improving how problems are approached at a national level.

Society



The relationship between Good Things Foundation and Online Centres is flexible

Good Things Foundation has an individual relationship with centres as local contexts and issues require different inputs to help drive change

They work in partnership with other community organisations to take a holistic approach

there is mutual understanding of the interdependencies that exist to facilitate or prevent positive change for people

An Online Centre is known and respected in the Community

they are effective, sustainable and innovative in addressing local individual and community problems

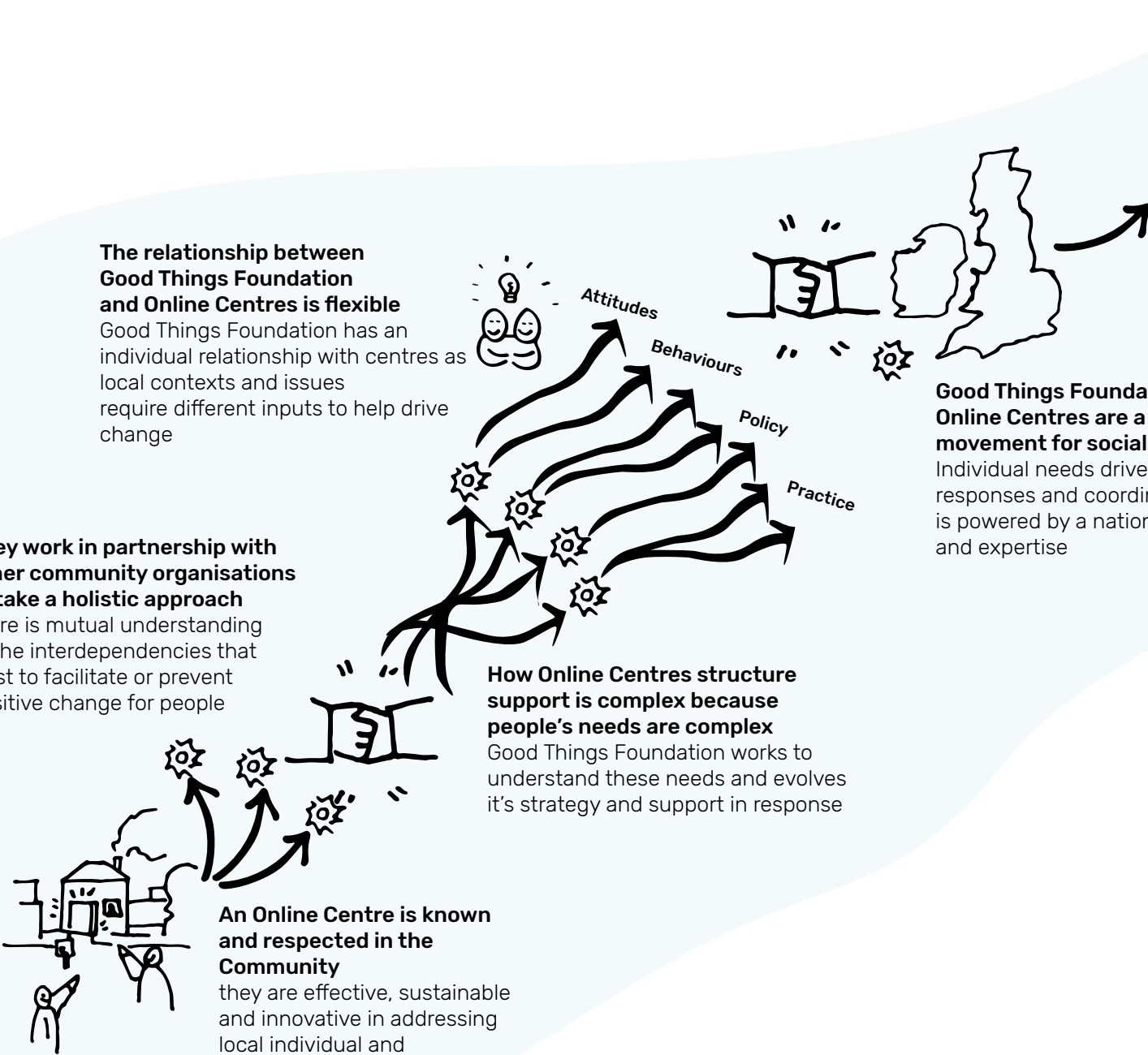
How Online Centres structure support is complex because people's needs are complex

Good Things Foundation works to understand these needs and evolves it's strategy and support in response

Good Things Foundation and Online Centres are a national movement for social change

Individual needs drive community responses and coordination which is powered by a national commitment and expertise

Our goal together is a world where everyone benefits from digital



This theory of change was developed by Good Things Foundation's Design and Explorations team:

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