

BIG CHANGE

**PARTNERSHIPS
DIRECTOR**

APPLICATION PACK

JOIN THE CONVERSATION

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**BIG
CHANGE.**

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CONTENTS

88% of
EMPLOYERS



believe that
school leavers
are not prepared
for the workforce.

OUR JOURNEY



In 2010 a convoy of 34 friends bound themselves together to run the London Marathon, setting a new World Record and raising over £250,000 for 12 young people's charities.

For six of them, this was just the beginning of their journey and so Big Change was founded on the question: how can we be the most effective catalyst for positive change for young people in the UK?

To answer this question, they began to build a diverse global network of thinkers and doers to understand the problem, seek out solutions and target their resources for the most impact.



In 2012, a team of Big Changers took on the Big Climb reaching the summit of Mt Blanc and raising £250,000 to support their first project partners: Place2be, Only Connect and The Key.

Two years later the Virgin STRIVE Challenge was born, and since then it has attracted nearly 1,000 Strivers over the last five years to fundraise for Big Change project partners.

Today, Big Change has supported 18 project partners, further developed our STRIVE Challenge fundraisers, and grown the team and network.

WHO WE ARE

Big Change is a movement of social entrepreneurs, industry leaders, and individuals with experience of revolutionising entire sectors of society and business. We believe that rapid and fundamental change needs to occur in the way we approach education and the prospects and ambitions of our young people. We live in a world of continuous change, and we need to prepare our young people for a future that we can't yet imagine.

When it comes to educating young people, it's not just a numbers game. Not everything that counts can be counted. We believe that young people need support that's smarter, fairer, and fit for the future. We believe that education is everyone's business, so our mission is to pioneer change together. This means gathering insights from across sectors, directing our action where it's most valuable, and activating support within a diverse community - so that all young people thrive.

More of the same is no longer good enough and caution around bold ideas will only ever create incremental change. We believe that if you aren't prepared to fail, you'll never succeed. That's why, at Big Change, we support visionaries who think about things differently. For every idea that doesn't succeed, we find one that changes the way we look at things forever.

HOW WE DO WHAT WE DO

The world is changing fast, and we need to rethink what we do today to help young people realise their potential, whatever the future may bring. To do that, we find the best and the brightest and help them bring revolutionary ideas to fruition.



OUR STRATEGIC APPROACH

1. WE LISTEN AND LEARN

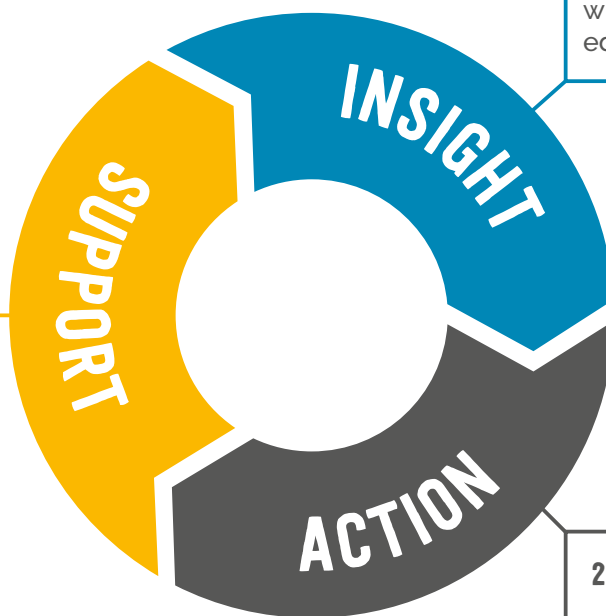
...with and from all parts of the system to understand what's needed to re-imagine education over the long term.

2. WE TARGET OUR SUPPORT

...in the most critical opportunity areas by finding and backing leaders and projects with big vision to prove that a new way is possible and powerful.

3. WE ACTIVATE A NETWORK

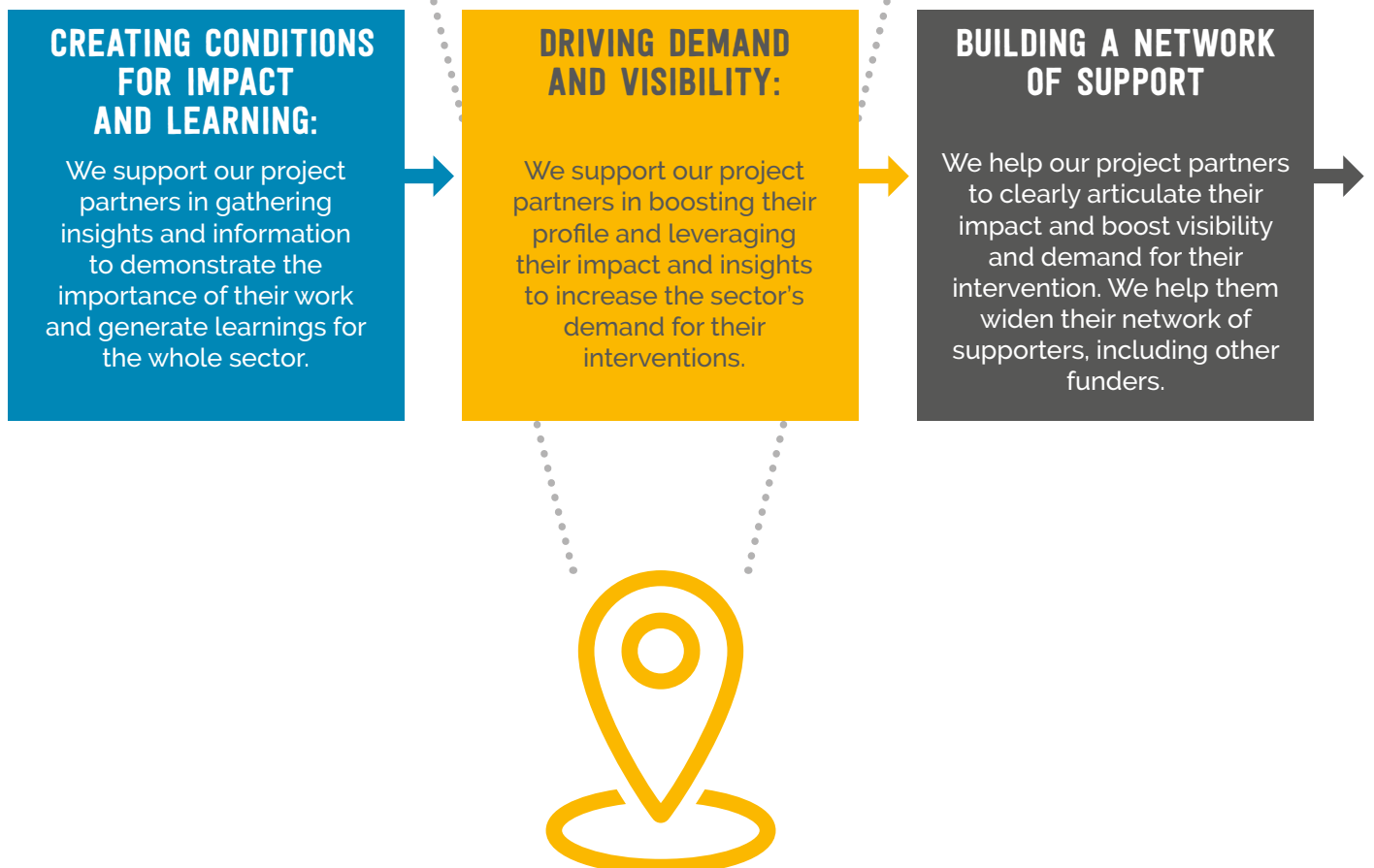
...of people and organisations who power this change through individual effort and collective action.



THINK GLOBAL, ACT LOCAL

We find the best ideas around the world and help our partners adapt them to solve UK issues, because we know that big change only happens if we do things differently.

WE DO THIS BY:




OUR FOCUS AREAS

2019 →


EARLY DEVELOPMENT

Under the age of five, the right support is critical. Any gaps at this age widen as time goes on. Children who qualify for free school meals arrive at primary school four months behind their peers, and by the time they leave secondary school, the attainment gap is 18 months.



4

months behind




18

months behind

INCLUSION AS STRENGTH

Exclusion from school leaves young people vulnerable. Research suggests that formal school exclusions are higher among those who most need the support of an inclusive, mainstream learning ecosystem.



LONELINESS

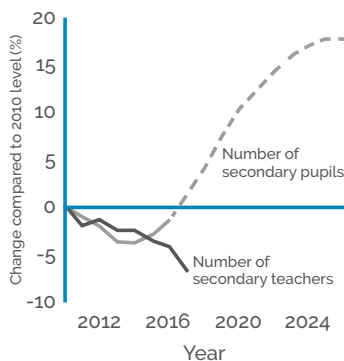
ISOLATION

MENTAL ILL HEALTH

Young people also often feel excluded in other ways: mental ill health, isolation, and loneliness.

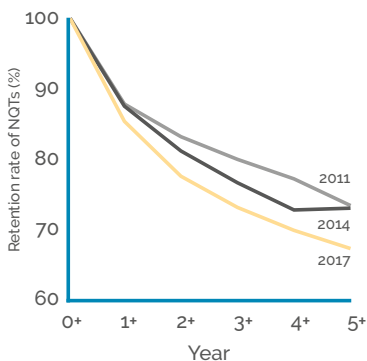
TEACHER AND LEADER AGENCY

Teachers and school leaders are the agents of change that our learning ecosystem so urgently needs, yet teachers are increasingly leaving the profession.



Number of secondary pupils (dashed line) increases from 0% in 2012 to approximately 18% in 2024. Number of secondary teachers (solid line) decreases from 0% in 2012 to approximately -8% in 2024.


We're working to understand the culture, leadership, and environment that empowers teachers to be agents of positive change.



Retention rate of NQTs (%) decreases over time. In 2011, it starts at 100% and drops to ~75% by 5+ years. In 2014, it starts at 100% and drops to ~70% by 5+ years. In 2017, it starts at 100% and drops to ~65% by 5+ years.


Previous

ORACY




50%

of pupils from socio-economically deprived areas enter school with language skills below their age level.



57%

of teachers say they have not received training in oracy.




50%

of employers say they are 'not satisfied' with school leavers' communication skills.

Oracy has a unique potential to leverage positive change for all young people, irrespective of their circumstances, age or background.

TEACHERS THRIVING

Most of us can recall our favourite teachers and how they positively impacted our experience of school. We all know how important teachers are. But they are leaving the profession in droves and fast becoming the most stressed workforce in the country. This means that our children are losing talented individuals who genuinely want to make a big difference to young lives.



40%

of new teachers leave the profession within five years of qualifying

OUR PROJECTS

We are proud to have supported 18 projects to date, which are redefining the way we prepare and inspire young people for the future.

THE DIFFERENCE

A new professional development and leadership route through the teaching profession to train exceptional teachers as mental health specialists.

EASY PEASY

Making parents partners in early education, they believe in the power of play to give every child a better chance to succeed at school and life.

AMBITION INSTITUTE

A graduate school for teachers, school leaders and system leaders, serving children from disadvantaged backgrounds. Supporting educators at every stage to keep getting better.

VOICE BRADFORD

Children from disadvantaged backgrounds hear 30 million fewer words than their wealthier peers by the time they enter school. Voice Bradford are getting the city talking and radically increasing oracy skills in schools across the area.

VOICE 21

All children, regardless of their background, are entitled to an oracy education. They work with teachers, and in partnership with schools, offering professional development to build capacity in the system to teach students to express themselves.

BOUNCE FORWARD

Dedicated to teaching resilience skills, so the young can navigate through our complex world. They have trained 10,000 teachers, reaching over 500,000 children in over 750 schools.

WHOLE EDUCATION

A dynamic partnership of schools and organisations committed to redefining today's educational offering. All children deserve an engaging and rounded education that supports academic achievement, but also develops the skills, knowledge and qualities needed to flourish in life, learning and work.

FRANKLIN SCHOLARS

About 40% of students don't make expected progress in Year 7. Transitioning from primary to secondary education is a big leap for many pupils, being equipped to navigate it is a strong predictor of future success. One-to-one tutoring is a reliable way to build skills and raise attainment but is inaccessible to most pupils.

CITY YEAR

Young people can change the world. As role models, mentors and tutors, their volunteer mentors support pupils from disadvantaged communities to enjoy and succeed at school. Over the course of their City Year, they also develop as leaders, with the passion, values, experience and skills to go on to lead transformational change in their communities long after their year of service.

OUR PROJECTS

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GENERATION CHANGE

Growing up in an exponentially changing world this generation are facing a world of escalating social problems - like rising inequality, ageing populations, and climate change. Young people have never had so much appetite to do good in the world. This shift is not an anomaly – it's seismic. Welcome to the era of giving a damn!

RECLAIM

A youth leadership and social change organisation. They are small but bold and use their experience and platform to support and amplify the voices of working-class young people. Their work allows young people to develop their skills and potential and to build their pathway to make the world a better place for all.

NCS

A life-changing programme open to all teenagers aged 15-17 to discover who they are and what they can do. It's a chance to explore, be inspired and find their passion. Over 500,000 young people have already taken part.

THE COMMUNICATION TRUST

The Communication Trust is a coalition of over 50 not-for-profit organisations. Working together we support everyone who works with children and young people in England to support their speech, language and communication.

THE KEY

Creating a world where young people believe in their own ideas and can take responsibility for living them. Young people have amazing potential, so they provide them with a framework to discover what they're capable of and to generate the drive and determination to do something meaningful with it.

PLACE2BE

Providing emotional and therapeutic services in primary and secondary schools, building children's resilience through talking, creative work and play. They also provide children's mental health services in 294 primary and secondary schools, reaching a total school population of 142,000 pupils.

FRONTLINE

They have a mission to transform the lives of vulnerable children by recruiting and developing outstanding individuals to be leaders in social work and broader society. This is accomplished through their Frontline and Firstline programmes, building a movement of leaders in and outside of social work.

ACHIEVEMENT FOR ALL

The education system is struggling to meet the needs of one in five children and young people. They are helping schools, early years settings and colleges to achieve, aspire, ensure access for all and accelerate progress regardless of background, challenge or need.

HEADSTART

Aimed at up-skilling and empowering young people for further education and employment. With the help of their corporate partners, they aim to inspire a new generation of volunteers and provide a significant benefit to society by connecting young people to local volunteering opportunities and providing a guaranteed job interview.

OUR PARTNERS IN CHANGE

We are proud of all our partners and the interventions and change they've achieved over the years. Here are a few of their success stories...

FRONTLINE

"Social work directly changes lives for the better on a daily basis."

A good social worker can make the difference between a child living in disadvantage and reaching their full potential.



At least
HALF A MILLION

children in England don't have a safe or stable home.

Of these

400,000

Of these, almost 400,000 are in need of social care services.

WHAT THEY DO

THE FRONTLINE PROGRAMME

Frontline recruits, trains and supports people to become social workers through its two-year qualifying programme. This is a unique opportunity for high potential graduates and career changers to make a difference to the most vulnerable children in England.

THE FIRSTLINE PROGRAMME

Social work managers are the engines for transformational practice in social work. This ten-month Firstline programme develops social work managers into outstanding leaders, to give the best possible support to their teams and vulnerable families.

THE FELLOWSHIP

The Fellowship is a rapidly growing movement of hundreds, soon to be thousands, who have all received training from Frontline and are social workers with a range of expertise. Fellows are working together to address social disadvantage.

THE BIG CHANGER



Josh MacAlister founded Frontline in 2013. Before this, he was working at a school in Greater Manchester, where he taught large number of children who had social workers in their home life. He set up Frontline with the bold ambition of transforming the lives of vulnerable children and families by recruiting and developing outstanding individuals to become social workers and leaders.

5 YEARS OF ACHIEVEMENT

Income:

£11M

Families helped:

48,000

Times Top 100 Employer:

#26

New social workers recruited:

10,000

Social Worker retention rate:

87%

VOICE 21



"If we are to break down the barriers that stop many young people succeeding, then we need an education system that teaches our children to be articulate and confident."

57%

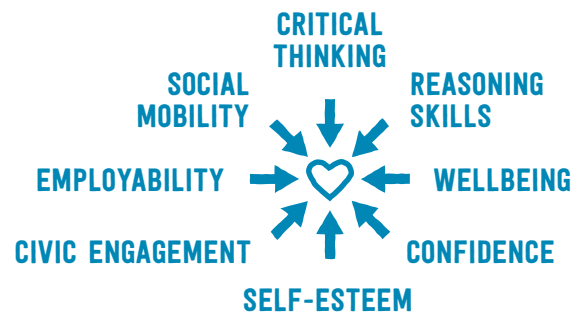
of teachers say they have not received any training in oracy in the last three years.

On average, an inner-city child speaks only

FOUR WORDS

per lesson

Improvements in spoken literacy in schools has positive benefits for:



THEIR STORY

In 2014, supported by the Education Endowment Fund, the School 21 Trust worked with Cambridge University to develop an oracy curriculum and assessment tools to share with schools across the country. With the backing of Big Change, Voice 21 was born.

Confident that prioritising oracy has a transformational effect on students, they are now spreading their ideas to bring about change.

Voice 21 is all about inspiring a community of educators who are committed to amplifying oracy in our education system.

THE BIG CHANGERS



Peter Hyman is co-founder and headteacher of School 21. Prior to setting up School 21 and 21 Trust, he worked in several schools as a teaching assistant, history teacher, and deputy headteacher, before which he was a strategist and speechwriter for Prime Minister Tony Blair.



Beccy Earnshaw became Director of Voice 21 in 2015, having previously been Founding Director of Schools NorthEast (a network of 1500 schools). She has also worked for The Children's Commissioner for England, The Electoral Commission, The Hansard Society, and BBC Parliament.

BIG CHANGE PEOPLE



TRUSTEES



Phil Nevin



Holly Branson



Sam Richardson



Dave Scott



Rich Perry



Beatrice York



Benjamin Hay



Derek Gannon



Alistair McGregor

ADVISORY BOARD



Holly Branson



Morten Albaek



(Lord) Jim Knight



Sally Davey



Tim Davey



Richard Macklin



Joann McPike



Lord Rumi Verjee



Jonathan Bullock
(aka 'JB')



Christopher
Persson

THE TEAM



Essie North
CEO



Noah Bernstein
Operations
Director



Noah Devereux
Community
Director



Zoë White
Marketing &
Communications
Manager



Caitlin Ross
Impact
Manager



Freddie Morton-Hooper
Community
Manager



Sarina Hancock
Team
Coordinator



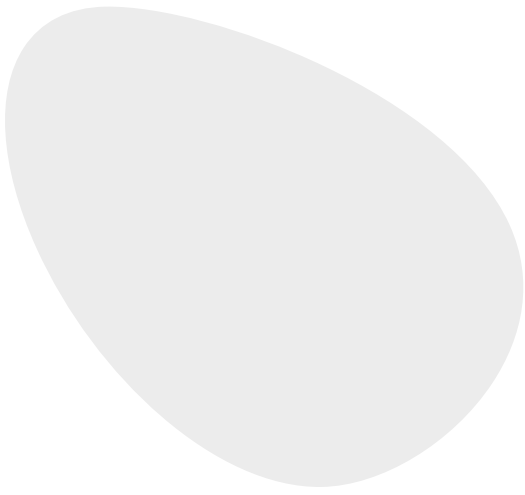
Eloise Haylor
Education &
Advocacy Specialist



Heather Vernon
Education &
Advocacy Specialist



Tom Kenyon
Education &
Communications
Specialist



BIG CHANGE NETWORK

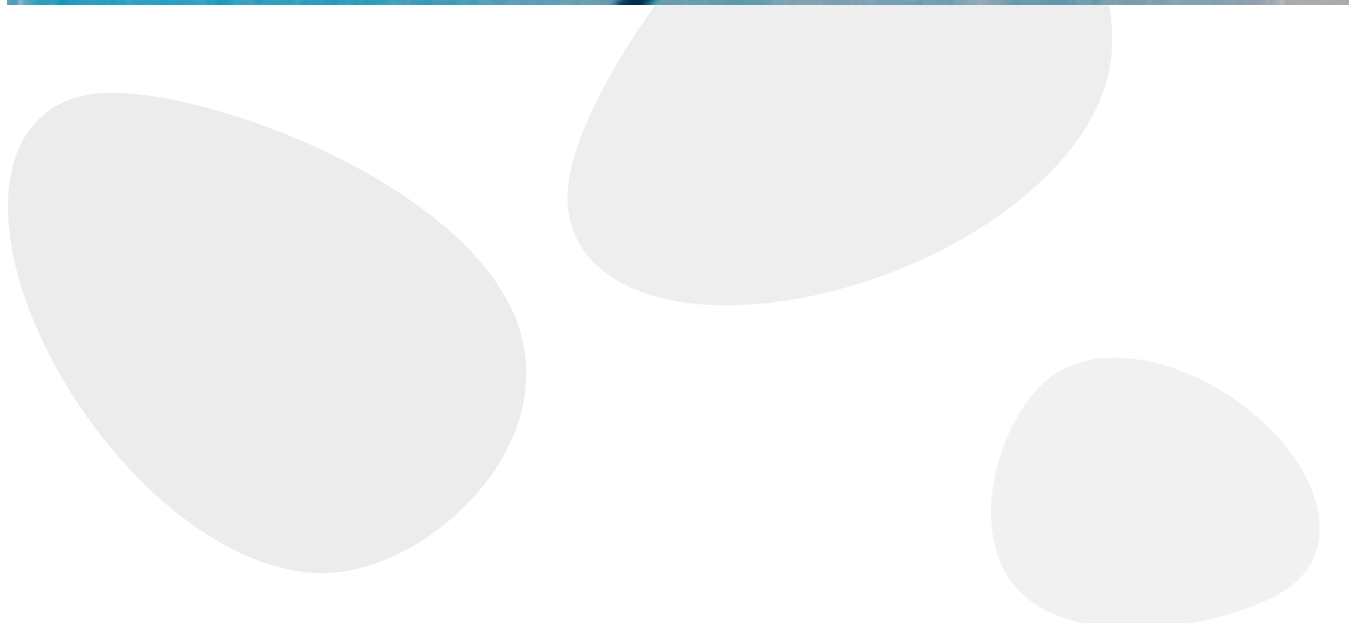
At the heart of our movement's transformation engine, you'll find our network of experts and supporters.

SUPPORTER NETWORK

A dynamic group of 11 well connected individuals who are committed to furthering our reach through their own fundraising and philanthropic efforts, as well as facilitating introductions across a broad range of sectors.

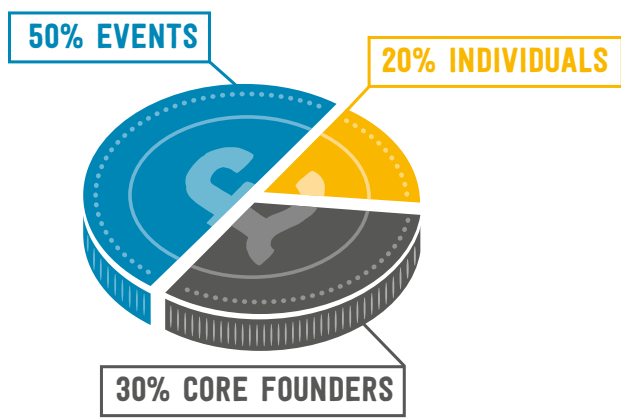
ACTION NETWORK

A group of 16 experts whose knowledge spans the full gamut of disciplines that touch on increasing oracy and success amongst young people. They help guide our strategic investments in revolutionary programmes.

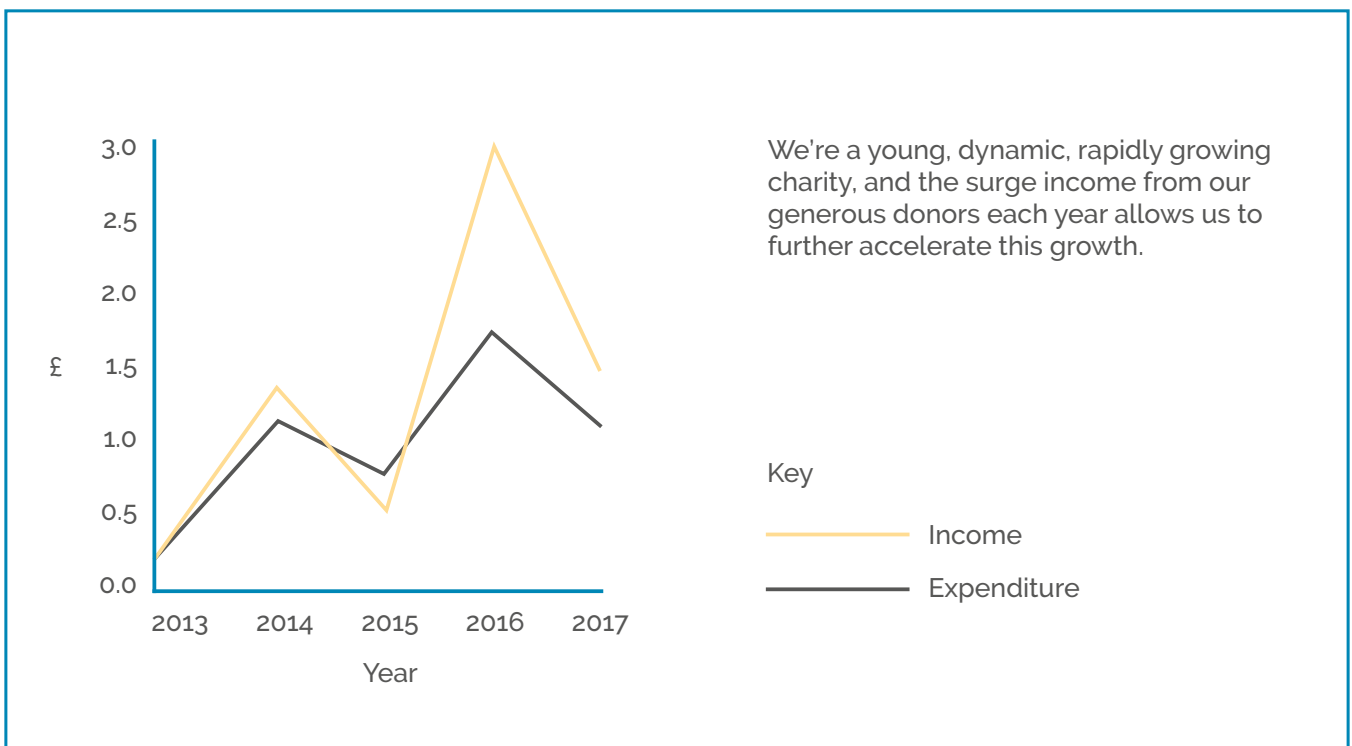
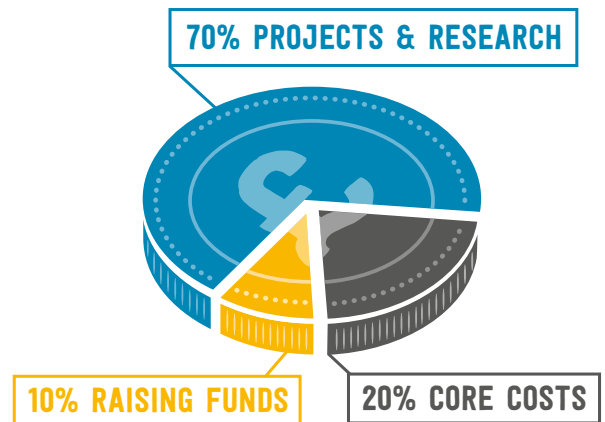


OUR FINANCES

INCOME



EXPENDITURE



FUNDRAISING

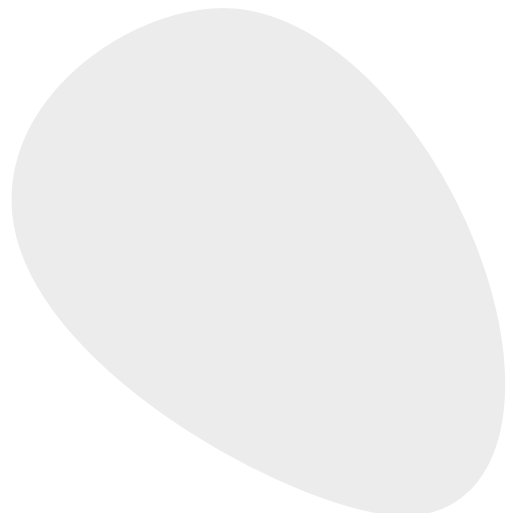
STRIVE CHALLENGE

In collaboration with Virgin, we engage with our network of founders, leaders, and activists to engage in a range of endurance challenges throughout the year, from a 1,070-mile, multidisciplinary slog across Europe to an 85-mile, 2-day ultra-marathon along the South of England.

**£4.6M
RAISED**



CORPORATE SUPPORTERS



THE ROLE

PEOPLE FIRST
 At Big Change, we like to reward our staff for the amazing work they do, but we believe there is more value to our work than just money raised. A proportion of this benefit is attached to our broader contribution to the movement and building our network.

THE ROLE

**PARTNERSHIPS
 DIRECTOR**
£65,000
 -
PERMANENT
 -
FULL TIME

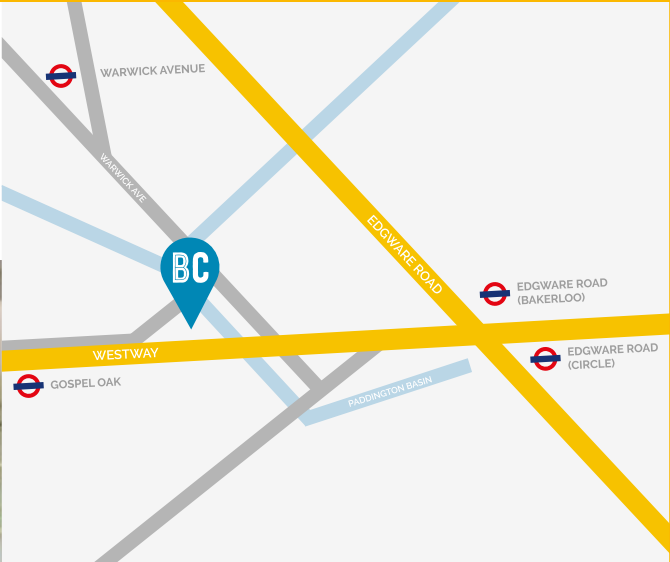
BENEFITS

**10% PERFORMANCE-RELATED BONUS
 PENSION SCHEME, 5% MATCHED**

- UNLIMITED ANNUAL LEAVE**
- FLEXIBLE WORKING**
- MONTHLY PHONE ALLOWANCE**
- GENEROUS P/MATERNITY POLICIES
 AND PARENTAL LEAVE**
- YEARLY COST-OF-LIVING ADJUSTMENTS**
- ACCESS TO VIRGIN TRIBE**
- CYCLE TO WORK
 AND SEASON TICKET LOAN SCHEMES**
- VOLUNTEER DAYS**
- L&D OPPORTUNITIES**
- FREE LUNCHES AND SNACKS**

OFFICES

**THE BATTLESHIP
 BUILDING, 179 HARROW
 RD, LONDON, W2 6NB**



WHAT WE'RE LOOKING FOR

Through the generous support of our network, we have been able to grow quickly and make an incredible impact.

We have lots of friends and we need a consummate relationship-builder to put the necessary systems in place to fully utilise their potential. This role will see you engaging with notable wealthy individuals and corporations at the highest level.

OUR FUTURE

We want to double our income by 2022. Some might think that's a bit of a tall order, but the right candidate won't think so when they come to know our network like we know them.

QUICK-MINDED

Our network doesn't support us for the kudos—but because they want to change the world around them, and they know their subject. You need to love reading, and absorb it so you can keep up with this dynamic bunch.

AMBITIOUS & EGO-FREE

Everyone here is an expert in their field and consistently goes the extra mile. They didn't get here by being wallflowers, but our mission is too important to do anything other than work as a supportive, cohesive, fluid team.

STRATEGY-MINDED & DIRTY-HANDED

You'll be the architect of our approach to building relationships and the person on the ground building them. This is personality-based fundraising and we need someone who can do it all.

STRATEGY-MINDED & DIRTY-HANDED

Our unique approach means that the opportunities we have access to and the projects we're working on are regularly expanding. We need someone with a creative eye for a partnership who will see an opportunity as soon as it arises.

IN A LITTLE MORE DETAIL

STRATEGIC LEADERSHIP

<ul style="list-style-type: none"> ● Develop and lead the implementation of an ambitious fundraising strategy that ensures growth across a diverse range of income streams. 	<ul style="list-style-type: none"> ● Evaluate and evolve Big Change's fundraising and partnerships model, working with the community team and the organisation's donors and partners to think critically about what's possible and create something unique and innovative.
<ul style="list-style-type: none"> ● Serve as a strategic fundraising lead within Big Change, creating and managing fundraising efforts that involve other team members, and advising and educating on best practice where relevant. 	<ul style="list-style-type: none"> ● Ensure that a strategic fundraising lens is considered in all operational and project discussions and decisions.
<ul style="list-style-type: none"> ● Motivate and provide practical help to members of the leadership and board to leverage their experience and connections to support Big Change's fundraising ambitions. 	<ul style="list-style-type: none"> ● Collaborate with the leadership team to develop an optimistic yet manageable KPI framework as the basis for fundraising performance management, incorporating measures that protect and replicate Big Change's entrepreneurial culture.
<ul style="list-style-type: none"> ● Work to build on existing examples of excellent fundraising practice in the team, and further embed a positive fundraising culture. 	

IN A LITTLE MORE DETAIL

DONOR RELATIONSHIP CULTIVATION

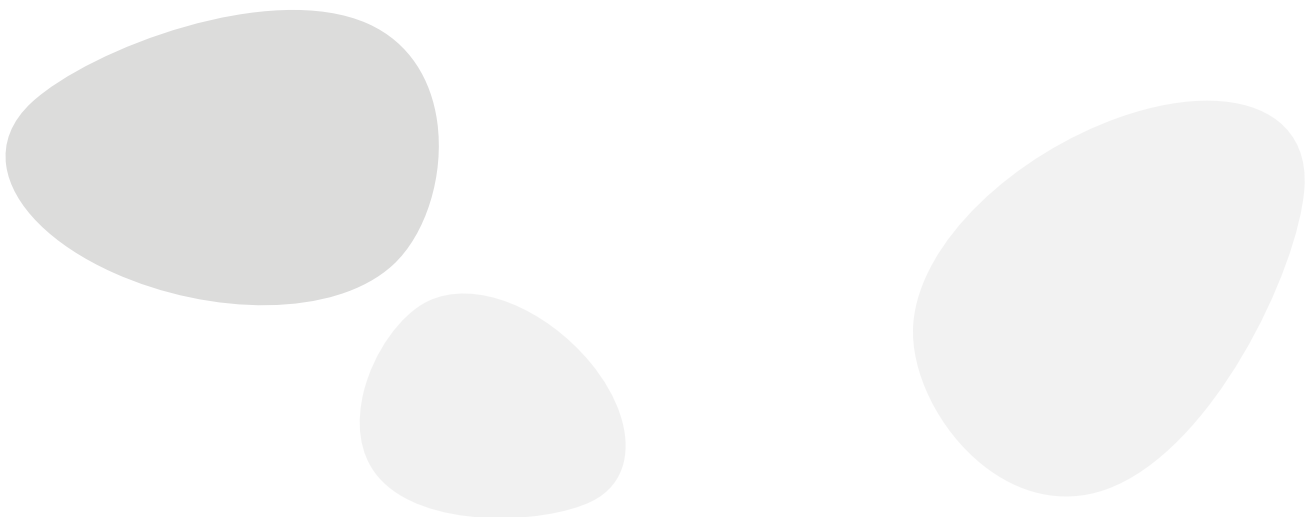
<ul style="list-style-type: none"> ● Identify, engage, cultivate, and solicit individual, foundation, and corporate donors to secure five- and six-figure gifts towards Big Change's vision. 	<ul style="list-style-type: none"> ● Develop creative corporate and foundation partnerships with financial and non-financial components, thinking entrepreneurially to find alignment and ensure mutual fulfilment.
<ul style="list-style-type: none"> ● Support Big Change's leadership, board, and key ambassadors to cultivate relationships with donors and partners, providing briefings, brainstorming, and best practice guidance. 	<ul style="list-style-type: none"> ● Form and maintain relationships with key donors and connecting institutions such as banks, family offices, funds, and law firms.
<ul style="list-style-type: none"> ● Partner with the community team to consider opportunities to link in with STRIVE events and convert this network into long-term donors. 	<ul style="list-style-type: none"> ● Partner with frontline staff and project leaders to drive cultivation and engagement for prospects with an interest in specific geographies or issues.
<ul style="list-style-type: none"> ● Act as an ambassador for Big Change's mission and strategic priorities at events and conferences. 	<ul style="list-style-type: none"> ● Manage donor and partner relationships, implementing and embedding an invigorated donor journey and rigorous stewardship practices to ensure consistency.



IN A LITTLE MORE DETAIL

MARKETING COLLATERAL

<ul style="list-style-type: none"> ● Simplify, refocus, and repackage Big Change's Case for Support, Case for Need, and Impact Statements to appeal to a variety of funding audiences. 	<ul style="list-style-type: none"> ● Work with the Impact Manager and Communications & Marketing Manager to collate case studies and impact evidence to support proposals, pitch writing, and stewardship reports.
<ul style="list-style-type: none"> ● Draft and edit funding proposal templates and bespoke pitches as necessary, working with the Communications and Marketing Manager to ensure consistency. 	<ul style="list-style-type: none"> ● Ensure that all fundraising activity is supported by associated marketing and communications materials, including PR.
<ul style="list-style-type: none"> ● Develop and maintain effective external relationships with key potential contributors, such as thought leaders, public policy makers, and media representatives. 	



IN A LITTLE MORE DETAIL

FINANCE AND GOVERNANCE

<ul style="list-style-type: none"> ● Ensure that fundraising activity, prospect research, and donor relationship management is compliant with legislation and best practice. 	<ul style="list-style-type: none"> ● Develop, refine, and manage the pipeline of donors and prospects, championing the use of the CRM across the team.
<ul style="list-style-type: none"> ● Coordinate, track, and report on fundraising progress against target(s), preparing reports and delivering presentations to the senior leadership team and board. 	<ul style="list-style-type: none"> ● Prepare stewardship report templates and bespoke reports for donors and partners on the overall progress of Big Change and their respective funding areas.
<ul style="list-style-type: none"> ● Work with the Operations Director to incorporate realistic central and thematic budget forecasts into the fundraising process, monitoring income against forecasts and focusing fundraising on emerging gaps. 	



IN A LITTLE MORE DETAIL

LINE MANAGEMENT AND TEAM WORKING

<ul style="list-style-type: none"> ● Contribute as a member of the leadership team to wider business improvement and organisational development, championing the professional integrity of Big Change. 	<ul style="list-style-type: none"> ● Responsible for the day-to-day management, leadership, and motivation of direct reports and the contributions of high-value volunteers.
<ul style="list-style-type: none"> ● Set objectives and perform professional development and performance management of direct reports. 	<ul style="list-style-type: none"> ● Ensure that direct reports are supported to take ownership of individual work plans.
<ul style="list-style-type: none"> ● Regularly review the operation, size, and balance of responsibilities of the fundraising and communication teams. 	



RECRUITMENT TIMELINE

CLOSING DATE

5PM ON FRIDAY
7TH JUNE 2019

1ST INTERVIEW

TUESDAY
11TH JUNE 2019

2ND INTERVIEWS

WEEK COMMENCING
17TH JUNE 2019

HOW TO APPLY

We're looking for a detailed CV and a covering letter of no more than two pages.

Please make sure your CV and covering letter use real-world examples from your experience to demonstrate how you would be able to fulfil the responsibilities of this role.

We're big fans of getting a sense of your achievements: donations secured, donors worked with, projects supported, systems and processes built.