



Our evidence and impact strategy

2025 - 2030



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Front cover images:

Seed to Feed

Stepping Stones' evidence and impact story

In 1995, the [Scottish charity Stepping Stones for Families](#) used one of the first National Lottery grants to test a new approach to family support. The charity has helped inspire change in nurseries across Glasgow by collecting evidence of its impact.

While Stepping Stones' family centres offered informal childcare and advice, it recognised that families needed more support. So, it appointed new health and family wellbeing workers to build parents' confidence. And – innovative in family centres at the time – someone to provide financial and benefits advice.

CEO Isobel Lawson was convinced it would work. **“That’s what I believed,”** she said. “But, you know, you have to prove it.” So, the £375,000 National Lottery grant enabled the group to test if these specialist staff gave families more effective help.

Isobel described having the freedom and resources to test something different as “a dream”. A researcher worked alongside staff and parents for three years, comparing new and old working methods. The results were clear: parents got the most from dedicated help for family wellbeing and money advice. They welcomed the friendly, holistic support, which responded to each family’s needs. From then on, financial and practical advice became a cornerstone of the charity’s work.

The findings were crucial in rolling out the approach. The charity adapted it in South Ayrshire to see if it could bring similar benefits in a more rural area. It drew on the research to develop a model for the new service and won Scottish Government funding to deliver it.

Again, there were enormous benefits for families. The charity discovered that, over 10 years, adding financial inclusion to its childcare support “realised circa £10 million back into the rural community”.

Showcasing the project’s impact so robustly was a game changer. **“It raised our profile,”** explained Isobel.

“Our innovative ideas were given more legitimacy in discussions with local authorities due to the action research and learning from parent and community feedback.”

The evidence-based approach appealed to local authorities, which were increasingly keen to adopt it.

As a result, Glasgow Council asked the charity to place its staff in eight council nurseries across the city. Nurseries described the charity’s workers as an integral part of the jigsaw supporting families.

The charity has tweaked the model over three decades, but the core elements remain. As Isobel said: “Threads from that original action research project are still being used today.”



Foreword

Communities are our North Star. Our compass. Our bearing. It Starts with Community, our strategy, set out a promise to those we serve. To strengthen communities. To help them to become more resilient. More inclusive. More environmentally sustainable.

At the heart of this pledge is a laser-like focus on making the greatest impact we can. We distribute around £600 million a year through more than 13,000 grants and we aim to invest over £4 billion into communities by 2030 – an award every eight minutes to a community in the UK.

To make a bigger difference with communities, we promised to prioritise our efforts where there is the greatest need and invest the most in the places, people and communities who experience poverty, disadvantage, and discrimination. Combined with this focus, we also set out a clear blueprint of the outcomes we're striving to achieve across our [four community-led missions](#). To bring communities together. To help people to create local solutions to address the climate emergency. To support our children and young people to thrive. And to enable people to live healthier, happier lives. Our missions framework explains what these mean and the outcomes we want to see.

Communities are our 'why'. Why we do what we do. Our missions are our 'where'. Where we focus our efforts to make a bigger impact. Our new Evidence and Impact Strategy, presented here, is our how. How we will harness data, insights, and learning in the most accessible, collaborative, and meaningful way. How we will understand the effectiveness of our approach. And how we will better support our grant holders and the wider sector in showing the transformative power of their dedication and work.

Driving community-led social change. Maximising the impact of National Lottery funding. These require both nuanced, locally specific evidence, and broader, cross-cutting insights. We're trusted to turn money raised by players of the National Lottery into game-changing grants. And this approach, set out in these pages, outlines how we will make better use of evidence to strengthen our support for our communities and those tirelessly committed to making them better places in which to live.

We developed these plans through direct consultation with communities and sector partners – based on their advice, experience, and expertise. We're incredibly grateful for their input and we want to do justice to the passion they've shown for helping us with this. With our strategy, our missions, and now this, guiding us, we are confident we will do just that.

David Knott, Chief Executive,
Dame Julia Cleverdon DCVO CBE, Chair,
The National Lottery Community Fund



Introduction

What does ‘impact’ mean to us? Impact is the difference our funding makes for communities. For the community groups and organisations we fund. For the people they work with. Being ‘impact-focused’ is a core organisational value of ours. We know that every project we support succeeds only thanks to the passion and resolve of people who share this goal.

This new Evidence and Impact Strategy supports our belief in the power of communities to transform people’s lives. It sets out how we will better support our communities, colleagues, and stakeholders. Our commitments, put forward here, will build a shared approach to the wide range of evidence and learning that communities, grant holders, our staff, and partners use and create. The evidence we collect will enable us to demonstrate the effectiveness of our own approach while also helping grant holders and those we serve and work with to strengthen society.

We’re a unique part of a collaborative effort to transform lives. Across the country, more than 18,000 groups and individuals helped to shape our guiding corporate strategy, It Starts with Community. This – our new Evidence and Impact Strategy – was built from the advice and insights we gained during this work, as well as from consultation with our grant holders through interviews conducted independently of us. We are, as ever, extremely thankful to all those who contributed so that we may benefit and learn from their efforts, energy, and expertise.

Making the most difference we can is critical to how we think about evidence and impact. This strategy now provides a direction and framework for our efforts to be ‘impact-focused’ – placing impact at the very heart of the positive changes that we all want to see.



Our vision and goals for evidence and impact

Our vision for evidence and impact explains how our new approach will achieve the changes we have committed to make in our organisational strategy:

Together with communities, The National Lottery Community Fund will generate and use evidence to increase resilience, tackle inequality and promote environmental sustainability across the UK. We can make a bigger difference by focusing on our collective impact and learning with communities.

In the past, we have co-created significant amounts of learning, research, evaluation and analysis with and for communities. Our projects create invaluable insight through their evaluation and monitoring reports.

This strategy will direct all this work towards our new ambition for the next five years. Specifically, we are setting five new goals that support ‘It starts with community’:

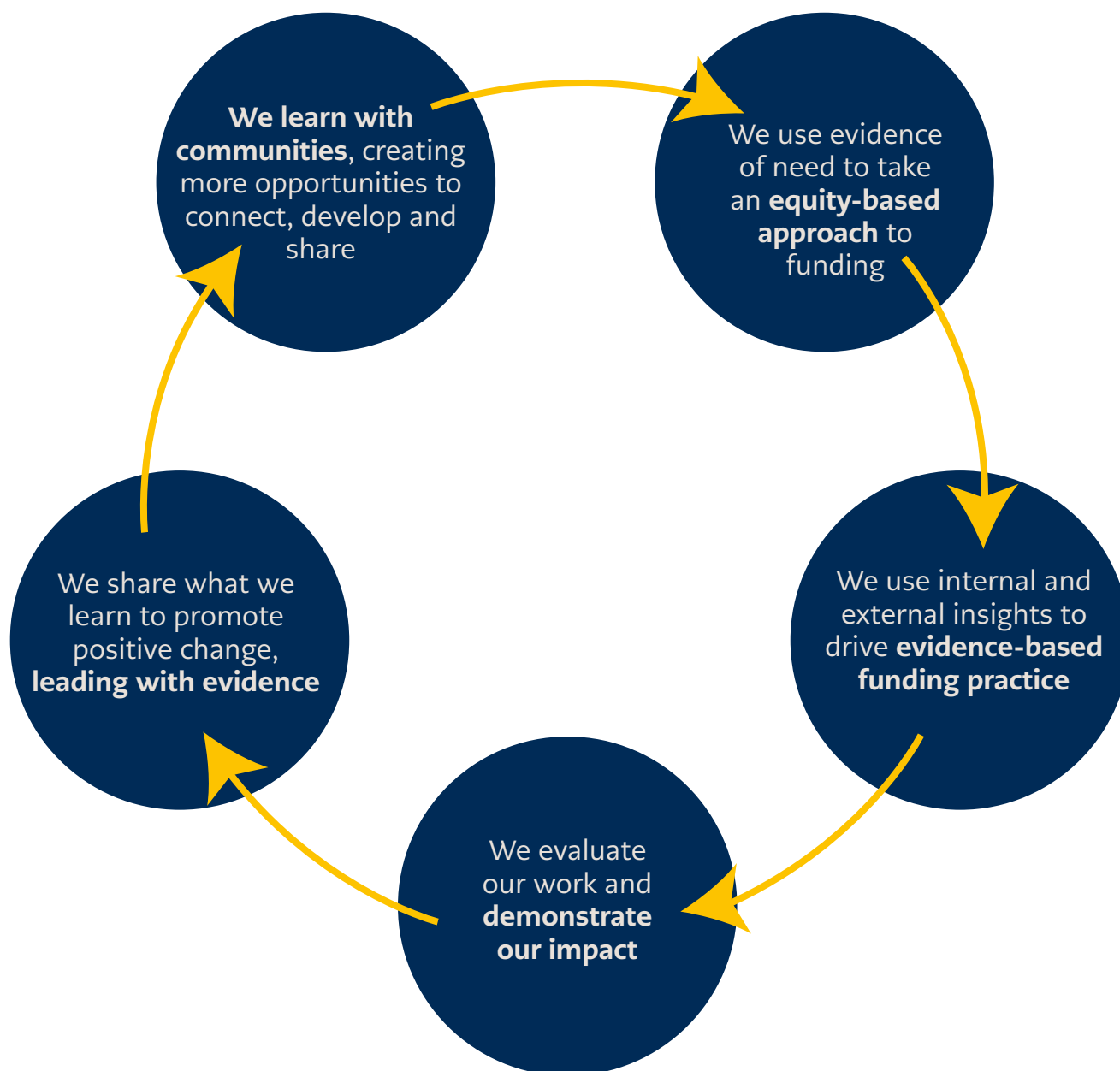
1. **Enable our equity-based approach**, so that we turn learning about poverty, disadvantage and discrimination into insight that drives our funding and communications.
2. **Take an evidence-based approach to funding** by using evidence and learning from outside and inside The Fund to make decisions.
3. **Demonstrate our impact**, by evaluating our work, we will generate comprehensive evidence that enables us to show the difference our funding makes and increase our impact in the future.
4. **Lead with evidence** so that our work on impact promotes positive change in each of our four mission areas and informs policy, practice and grant making to release greater benefits for communities.
5. **Learn with communities** to collectively reflect, gather and share evidence that supports social change and creates more opportunities for communities to learn, connect and develop.

These goals demonstrate how being impact-focused influences many areas of The National Lottery Community Fund’s work. We have already begun to change how we work in response to our [Corporate Plan and KPIs](#), and this Evidence and Impact Strategy aims to push us further towards our targets. Other drivers for this strategy include our commitment to be an environmentally regenerative funder, as set out in our [Environment Plan](#).

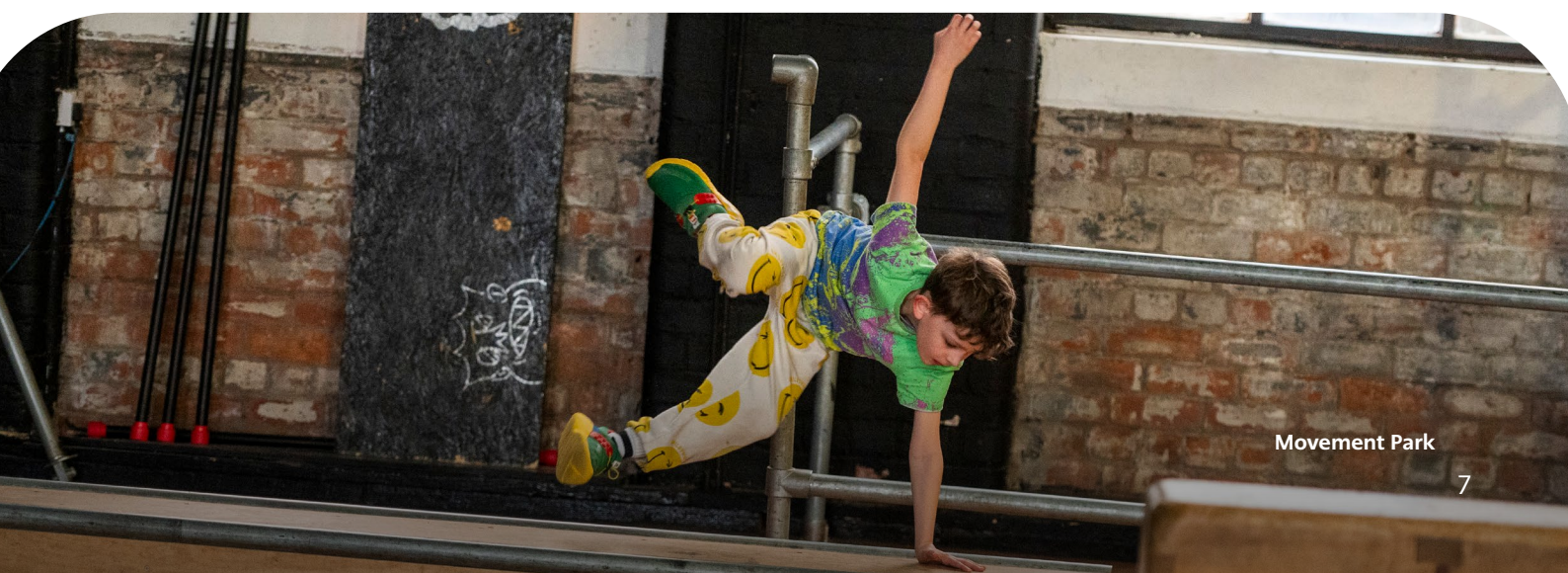
We recognise that an ambition that is this stretching requires us to make it much easier to use evidence, so we put it in the hands of those who can truly drive change. As an organisation, we must radically change how we use data, serve insight and learning to communities and evaluate and learn from what we do. We also need to assist the organisations we support in doing the same when we know they face many competing pressures.

Our five goals

The diagram below illustrates how our five goals interconnect:



In the remainder of this document, we set out our ambition for each of the five goals and the specific improvements we intend to make over the next five years.



Enabling our equity-based approach

Ambition

We'll use evidence and learning to target more funding towards people and communities experiencing poverty, disadvantage and discrimination. By sharing our insight, we'll also help communities to tackle inequity.

An equity-based approach lies at the heart of The Fund's approach. It means we will acknowledge the different starting points or circumstances of people and communities and, through our funding, strive to provide the resources and opportunities needed to achieve an equal outcome. Equity treats people according to their needs in order to achieve the overall goal of equality.

We'll build our collective knowledge of how to address inequity by drawing upon evidence and learning that considers deprivation, geography (including rurality), protected characteristics, power dynamics and social exclusion. We will explore how these interact to amplify inequality (intersectionality¹), applying the insight we gain to our funding approach. We'll use this insight to remove barriers to accessing our funding. In the process, we will change how we work as an organisation by designing a new method for allocating our funding across the UK and adapting how we measure our performance in relation to equity.

Who we do this for

We aim to use evidence to improve our service to communities who experience poverty, disadvantage and discrimination. Our priority activities will support applicants, funding staff, committee members, and leadership teams in adopting an equity-based approach.

What we will do - priority activities

1. We'll work with grant holders, funding staff and applicants to **create a new data service** they can use to identify the people, places and communities most in need. The data will supplement official measures of deprivation with broader indicators of disadvantage, community need and poverty and map the distribution of funding against these. As we build a new way of working with data, we'll also design and publish improved measures of our performance in delivering an equity-based approach.
2. We'll **commission research to help us become a more equitable and inclusive funder**. This research will identify the barriers communities face when accessing our funding and draw upon their lived experience and past interactions with us. We will use this research to identify and act upon recommendations for improvement, and we will publish the findings.
3. We'll model existing best practices to improve the data we collect **about equity, diversity, inclusion and deprivation** with our grant holders by focusing on what matters. This approach will allow us to develop a shared understanding with grant holders of the reach and impact of our funding.

¹ a framework for understanding how groups' and individuals' social and political identities result in unique combinations of discrimination and privilege

Evidence-based funding

Ambition

We'll use evidence and learning to drive the delivery of our four missions, inform decision-making and provide the evidence communities need to make the biggest difference.

We'll take a consistent approach to using evidence, learning and data throughout our funding. It will shape our funding design, assessment, decision making and programme management. We'll embed continuous improvement throughout our work to test our understanding of what is and isn't working.

Where significant challenges exist for communities, we'll use evidence to direct our funding. Where we support innovative approaches, we will ensure they go hand in hand with generating new evidence. Our environmental mission will be at the forefront of this work as we seek to fund impactful projects that matter to local communities. We'll use evidence to help determine the most impactful allocation of the 15% of our funding that will go to environmentally focused projects over the coming years.

Who we do this for

Communities, particularly the most disadvantaged, will benefit most from evidence-based funding. It will also support our board and committees in making informed decisions that make a positive impact. We will support our funding teams to share their learning about what works, enabling them and our grant holders to reflect on performance and make improvements.

To meet this new ambition, we want to work with organisations that already produce and summarise evidence on what works. We'll promote their evidence and support our funding teams to use existing toolkits in decision making.

What we will do - priority activities

1. We'll **increase the volume of our funding for activities that evidence suggests will have a positive impact**. To do this, we'll improve our understanding and work with other funders and organisations. We'll develop accessible and user-friendly resources highlighting what works in delivering our missions. This approach will inform our funding decisions and future programmes while supporting communities to create high-quality applications that could make a positive difference in people's lives.
2. We'll help the wider sector work in an evidence-based way. We will **develop a funding offer through our UK Portfolio that supports charity and community leaders to build their capacity and capability to measure the impact** and that of the organisations they support.
3. We'll **make evidence and impact integral to our assessment criteria** so that we can fund more impactful projects. By incorporating internal and external data into assessment and decision making, those projects will address social trends and local or UK priorities that meet the greatest needs.

Youth Endowment Fund – what works to tackle youth violence

The [Youth Endowment Fund](#) (YEF) is dedicated to preventing children and young people from becoming involved in violence. They achieve this by discovering what works and building a movement to put this knowledge into practice. YEF evaluates promising practices and funds projects across various sectors, including policing, neighbourhoods, the youth sector, youth justice, education, health, and children's services.

YEF has produced a [toolkit of successful interventions](#) that summarises the best available research on tackling youth violence based on real-life data and evidence from previous approaches. This toolkit includes descriptions of interventions and their effectiveness and those that may not be successful or harmful. It is for those working to prevent youth violence, whether planning or improving services, commissioning research or applying for funding.



Youth Endowment Fund



Depaul

Depaul Northern Ireland – using evidence of impact to support women leaving the prison system

The Fund supported [Depaul Northern Ireland's](#) Women Leaving Prison project to provide a housing-led solution for women to begin rebuilding their lives after prison and break the cycle of recidivism. It helps them move into a permanent home and live independently in the community. It provides intensive support to women with a history of offending and other complex issues to help them sustain their tenancies.

The findings of a feasibility study exploring the need and viability of such a project shaped the project. The study reviewed evidence from other housing-led accommodation models for women leaving prison. It also included interviews with stakeholders and engagement with women who had lived experiences of the criminal justice system. By incorporating evidence-based practice into project design, Depaul Northern Ireland will be better placed to achieve positive outcomes for the women it supports.

Demonstrating our impact

Ambition

We'll be able to clearly show the difference our funding makes and use this evidence to improve our practice and increase our impact.

Instead of having pockets of insight, we will have broad foundational evidence across all our funding and an in-depth understanding of the difference we make regarding our missions. We'll work in partnership to collect the best evidence possible.

Our Missions framework sets out the change we want to see and will guide our evaluation work into the future. Our approach will involve using Theory of Change and evaluation approaches appropriate to the context – quantitative and qualitative – from rapid developmental evaluation to longer-term evaluation of system change. We'll share what we learn, including evidence gaps that we identify.

Who we do this for

This work will help colleagues at the Fund support projects with the greatest impact, ask questions and make decisions using impact evidence. It will mean the government and the public can hold us accountable for how we distribute money to good causes. By sharing what we learn with grant holders and policy audiences, we'll support impactful practice more broadly.

What we will do – priority activities

1. We'll publish an **annual impact report about the difference we make with communities** via our mission-focused funding and ways of working. **Collecting consistent foundational evidence across our funding** will enable this. We'll also share evidence responsively throughout the year.
2. We'll **communicate clearly with grant holders about the evidence we need and why, providing support where needed**. We'll be proportionate and purposeful, making the best use of evidence grant holders already collect and sharing what we learn.
3. We'll **commission and publish independent impact evaluations for a more significant proportion of our funding investment**. This activity will include thematic evaluations on priority areas like environmental sustainability.

What this means for grant holders

Reach: We'll ask grant holders (where relevant) how many people their grant supported, volunteers mobilised, and staff recruited or retained. Research with our grant holders found that most already collect this information and would happily provide it. We'll provide additional support where this is tricky.

Outcomes: We'll ask grant holders which outcomes in our Missions framework their funding contributed to. We won't specify the methods or evidence approach, which will depend on context.

Together, this will help us understand the breadth of our funding. We'll also commission in-depth evaluation activity, with samples of grant holders, to tell us about impact in more depth, using methods relevant to context.

Leading with evidence

Ambition

We'll use knowledge and insight to support effective decision making and system change in the wider community.

It starts with community requires us to articulate how change happens within communities and develop theories and evidence to test our ideas. As the go-to voice for evidence and learning about community action, we'll use our convening power to work with communities, government and grant holders to share evidence of our impact and the projects we fund. We'll amplify the voice and power of the community, telling their story and our own by highlighting systemic challenges within our four mission areas and evidence of what works to address them.

As we communicate insight, we'll respond to our devolved environment, ensuring that evidence relates to the different agendas across England, Northern Ireland, Scotland and Wales. In doing so, we'll seek to increase knowledge of the Fund's purpose with elected representatives and the public, improving our performance against our communications KPIs.

Who we do this for

We want the evidence and learning generated through our funding to support communities across the UK to create positive change. We'll support the use of evidence by others while strengthening our communications to inform policy nationally, regionally and locally. Fulfilling this ambition will allow us to deliver strong evidence for funding teams to support their work with stakeholders.



What we will do – priority activities

1. We'll **nurture existing partnerships with other funders and organisations and forge new ones to make the best use of our collective evidence.** We will also establish a new research programme focused on filling evidence gaps and helping to create systemic change within our four mission areas.
2. We'll establish **new processes that enable us to monitor and share timely insight from funding trends across our missions.** By highlighting the challenges our applicants, grant holders and their communities face, we will improve collective understanding of need and highlight priorities for action by ourselves and others. We will **publish regular insight into the case for action in each of the four missions** and articulate our theories of change for how our funding will make a difference.
3. We'll **lead efforts to improve access to and use of data by communities and the organisations that support them,** supporting measures that build their capacity across the UK to use data, evidence, and learning and adopt new tools like artificial intelligence.

A better start for babies, informed by evidence

A Better Start (ABS) is a 10-year programme supporting families to give babies and toddlers the best start in life. We gave £215 million to partnerships in five English locations, bringing together parents, local authorities, statutory bodies, voluntary organisations, sector experts, and academics to develop and test support at the start of life.

Prioritising evidence has helped ABS to refine its services and inform local and national policy and practice. For example, the Lambeth partnership co-developed a tool helping midwives identify vulnerabilities during pregnancy, which is now offered nationally by the Royal College of Midwives. Better Start Bradford also successfully trialled a parenting support programme that the local NHS Foundation Trust has rolled out across the district.

As part of its focus on data, ABS partnerships piloted new ways of sharing information between services, advocating for a unique identifier for each child. This partnership led to improved safeguarding and joined-up support. Labour's manifesto and the Children's Wellbeing and Schools Bill now going through Parliament took up this identifier. ABS evidence has informed the Family Hubs and Start for Life programme, with the Department for Education and Department of Health & Social Care citing it as best practice.



Ellesmere Children's Centre

Learning with communities

Ambition

Working with the people we support and led by their insights, we want to create more opportunities for community organisations to learn, connect and develop.

We'll build the UK's largest community learning bank, allowing communities to develop their work by finding ideas and solutions to everyday issues, accessing evidence to inform strategic decisions, and reflecting on what has worked for others. We'll share these findings with our staff, decision-makers and other funders to offer insights into different ways of working and the value that community groups add.

By expanding our learning offer, we'll ensure that we won't just be known for our funding but how we support community groups to access opportunities to connect with peers and experts for advice and learn together.

Ultimately, we want to ensure more equal access to learning opportunities. In doing so, we aim to advance funding practices and achieve the goals of objective two in our Corporate Plan.

Who we do this for

Our applicants and grant holders are the primary audience for this work, prioritising communities with the greatest need. Whenever possible, we'll open the offer to the broader community sector.

What we will do – priority activities

1. We'll **build a community learning panel to help us co-design new ways for communities to learn, connect and develop**. Our new approach will suit small community organisations, and what communities want will drive it. To do this, we'll regularly ask our grant holders about their learning needs, and the panel will give us continuous feedback.
2. We'll **improve access to existing learning opportunities across the sector**, including networks, training, toolkits, and mentoring and coaching initiatives. This improvement is to ensure that community groups have more opportunities to connect with peers, seek advice, share insights and learn from others. It'll also ensure that our new offers of support will build on what's already out there rather than duplicate existing services.
3. We'll **build new offers of learning support for projects of all sizes and types**. This support will include an **interactive learning bank for communities** to find new ideas, evidence, real-life examples of what works and what doesn't in various contexts, and improved signposting to relevant evidence hosted by others. We'll prioritise core areas of our funding, themes and issues where there are gaps in the current access to learning and insight for community groups. We'll develop **more UK-wide opportunities for connection and learning together**, recognising that communities like to learn differently and from different starting points.

Building authentic impact stories

The Together Project founder Louise Goulden discovered that becoming a mum was joyful and isolating. She looked for connections in her London community by chatting with older people in supermarket queues or on buses, which sparked the idea of bringing young children, their parents, and older people together. She started a Songs & Smiles group in a local care home where the three age groups gathered weekly to play and make friends.

After the organisation expanded, Louise realised it would benefit from more substantial impact reporting. “It felt quite daunting,” she said. Looking at measurement frameworks, “particularly when you’re a small charity starting out, can feel a little bit intimidating”. She decided to be bold: “Let’s tell our stories in the way that suits us rather than trying to fit into a mould.”

A supportive relationship with The National Lottery Community Fund helped create breathing room to tell a more authentic story. “The Lottery invites charities to be really honest and open,” Louise added. It was, she said, incredibly reassuring to get comments like ‘this bit didn’t go to plan’ or ‘this bit went better’. She hired dedicated staff to develop impact and communication.

Today, the Together Project gathers evidence in ways that work for the parents and care home residents it supports. “We find a lot of those key insights come from just conversations... [where] they’re not in a formal setting being quizzed.” Informal methods such as writing on sticky notes can be effective while still gathering a mix of feedback and data.

The team developed a more systematic approach to information management. “We’ve got this repository of all the quotes, stats and feedback,” Louise explained, along with templates they can use to tailor reporting for different audiences. It speeds up the process: “If we’re doing a report for three different funders, where they’ve all put different bits of money in, we can just swap bits of information out.”

Revamping the website was a chance to emphasise impact, “to sing about the work we were doing.” Visual storytelling and heartwarming case studies show how they have changed lives. “The nature of our work is joyful and uplifting. And so, it’s the kind of content you want to share.”

It’s made a significant difference. Improved communications have led to more interest from corporate supporters, donors and the press. “We’ve noticed a huge uptick in enquiries.”

For Louise, it’s about finding what works for your charity and trusting your instincts about the stories worth telling. “If your ethos and tone of voice breathes through everything you do, people can look at you and think, yes, I get it; that sings to me. That’s something I want to be a part of.”



Delivery timelines

Enabling our equity-based approach

New data service to identify the people, places and communities in need of our funding.

Start: Autumn 2025 Finish: Winter 2026

Commission research to identify the barriers faced by disadvantaged communities when accessing our funding.

Start: Summer 2025 Finish: Spring 2026

Model existing best practice to improve the data we collect about equity, diversity, inclusion and deprivation.

Start: Spring 2026 Finish: Winter 2027



Evidence-based funding

Increase our funding for evidence-based activities with positive impact and develop resources to highlight what works to deliver our 4 missions

Start: Spring 2025 Finish: Ongoing

Develop a funding offer through our UK Portfolio that supports charity and community leaders to build their capacity and capability to measure impact.

Start: Spring 2026 Finish: Winter 2026/27

Fund more impactful projects that meet greatest need by making evidence, impact and data integral to our assessment criteria.

Start: Autumn 2025 Finish: Winter 2026/27

Demonstrating our impact

Publish annual impact report about the difference we make with communities.

Launch consistent approach to collecting foundational evidence across our funding.

Start: Spring 2026 Finish: Ongoing

Communicate clearly with grant holders about what evidence we need and why, providing support where needed.

Start: Spring 2026 Finish: Ongoing

Commission and publish independent impact evaluations for a greater proportion of our funding investment.

Start: Summer 2026 Finish: Ongoing

Leading with evidence

New research programme that fills evidence gaps in our four mission areas

Start: Ongoing, but aim to have research programme established by Autumn 2026

Finish: Winter 2030/31

Share timely evidence against each of our missions.

Start: Winter 2025/26

Finish: Winter 2026/27

Improve access to and use of data by communities and the organisations that support them, building capacity.

Start: Summer 2025 (ongoing) Finish: Spring 2031 (ongoing)



Maryhill Integration Network

Learning with communities

Build a community learning panel to help us co-design new ways for communities to learn, connect, and develop.

Start: Summer 2026 Finish: Spring 2031

Improve access to existing learning opportunities across the sector, including networks, training, toolkits, and mentoring.

Start: Autumn 2027 Finish: Spring 2031

Build new offers of learning support, including a community learning bank and more opportunities for connection and learning together.

Start: Spring 2028 Finish: Spring 2031



Minding Mum

Annex: Glossary

Term	What we mean by this
Communitites	A group of people connected through a shared identity, interest, or experience, including but not limited to living in the same place. It also includes the organisations (for example, community groups and charities) that support, empower and represent communities.
Data	Information and statistics for reference or analysis. Data can be qualitative or quantitative. There are various data sources, including monitoring data to track service performance, primary data for research or evaluation, and secondary data collected by another organisation or for another purpose.
Equity	Equity acknowledges people's and communities' different starting points or circumstances and provides the resources and opportunities needed to achieve an equal outcome. Equity treats people according to their needs, which is key to equality.
Evaluation	Systematically assessing an initiative's design, implementation or results for learning, improving or decision making. There are many evaluation approaches, methods and uses, depending on the purpose, users, context, and constraints.
Evidence	Information that supports or challenges a conclusion, statement, or belief. It includes quantitative (numbers or statistics) and/or qualitative (stories or observations) information. Evidence should be systematically and ethically gathered to be reliable.
Impact	The difference that has been made and the changes resulting from our work, our funding, and/or grant holders' activity. This might be positive, neutral or negative, and direct or indirect.
Insight	The understanding gained from analysing data, identifying patterns, and drawing meaningful conclusions. Insights go beyond the basic findings to provide interpretation and analysis, identifying the 'so what' behind the data.
Learning	Learning is the process through which development or change occurs – how we gain knowledge, skills, insights and information, ultimately leading to changes in practice, mindset, skills or behaviour. Learning could be used to run a project, activity, service or organisation more effectively.
System change	Systems change is about creating lasting, positive transformation by addressing the underlying structures, relationships, and perspectives that shape how systems work. It involves working together to change the conditions that hold complex problems in place. It takes time and perseverance to shift power dynamics, the flow of resources, practices, and values, or even change the system's original purpose.

