

The Bell Foundation

2025-2030 STRATEGY





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OUR VISION



Multilingual children, adults and communities are assets to society.

We work in partnership to create opportunities, change lives, realise potential and overcome exclusion through language education.

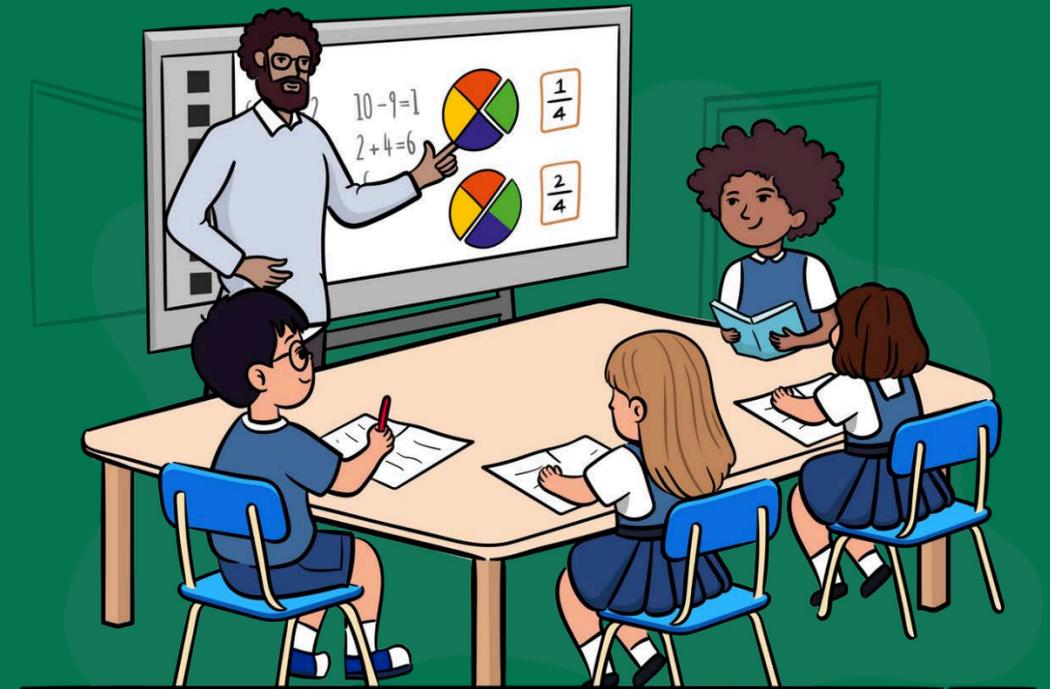
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OUR MISSION

We work through practical interventions, research, public policy, training, and innovation.

By generating and applying evidence, we aim to change practice, policy and systems for multilingual children, adults, and communities who experience social exclusion due to language barriers.



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LEARNING ENGLISH: THE DIFFERENCE IT MADE FOR ME



**Language is a key.
If you can speak in one language,
you have just one key.
If you can more than one language, you
have several keys to open the good
ways in your life... [Learning] English
changed our lives.**

SHIR MOHAMMAD – SECURITY GUARD, FATHER,
REFUGEE, AND ESOL LEARNER FROM AFGHANISTAN

OUR THEORY OF CHANGE

Our language education vision

Multilingual children and adults are assets in society.
They fully participate in, belong to, and contribute to society.

Impact

Better evidence-based decision making
A better skilled/more confident workforce
Better systems & processes

Greater language skills and/or confidence to
communicate, participate in, belong and
contribute to society

Outcomes – systems to develop language skills

Outcomes – multilingual individuals

Communications Lived Experience Research Partnership work Collaborating Convening Training, resources & guidance Innovation Influencing Building Capacity Funding

Change mechanisms

Resource

Experience & expertise

Network & partnerships

Inputs

Multilingual children and adults experience social exclusion due to language barriers.

Rationale

“

HOW DID IT FEEL TO GO TO SCHOOL IN THE UK FOR THE FIRST TIME?



It was kind of exciting as I thought I can learn a lot and make new friends. And my teachers, they helped me. I was asking lots of questions and they were saying it clear so that I could understand.

SPOZHMAI – YEAR 8 EAL LEARNER

OUR VALUES



- We are **independent and impartial**.
- We are **authoritative and rigorous**, presenting clear and balanced evidence.
- We **speak out**.
- We work in **partnership**.
- We champion **practical solutions**.
- We value **diversity and difference**.





HOW WE WORK



- We are focused on **language education and social exclusion**.
- We aim for **scale and reach**
- We **measure impact** and our results are used to **leverage change**.
- We aim to achieve **system change**.
- We **convene and influence policy** by bringing partners together.
- We **innovate**.
- We are **transparent and accessible**.
- We are **evidence-based and neutral**.
- We engage for the **long term**.

“

WHAT WAS THE MOST DIFFICULT THING
WHEN YOU FIRST STARTED SCHOOL IN THE UK?



Writing and doing the work and asking questions... and putting my hand up, and doing the answers as well... cause I did not know what to write, what to do, cause I don't know what to write in English.

DJANIRO – EAL LEARNER IN YEAR 6

OUR OBJECTIVES

- Improve the educational outcomes of EAL learners
- Improve the outcomes of adults who are excluded by language barriers
- Speak out through our public policy, influencing, and communications work
- Optimise the long-term return of our assets
- Build a strong and inclusive organisation



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IMPROVE THE EDUCATIONAL OUTCOMES OF EAL LEARNERS



We will:

- **Deliver at scale** through our training partners (including teaching schools, Multi-Academy Trusts and local authorities).
- Expand our **digital reach** through Massive Open Online Courses (MOOCs), and our online training.
- Strive to **innovate**, by exploring how best to harness the potential of AI.
- Continue to **develop teachers** so that they have increased skills and confidence in integrating EAL learners.
- Launch a **UK accreditation** scheme.
- Continue to develop **partnerships** with organisations which can broaden our reach and deepen our impact.
- Continue to provide training **resources**, including our award-winning EAL Assessment Framework.



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IMPROVE THE OUTCOMES OF ADULTS WHO ARE EXCLUDED BY LANGUAGE BARRIERS



We will:

- Make the case for targeted and inclusive language education for **refugees and asylum seekers arriving later into the school system**.
- Identify what works in language education for **migrant workers**.
- Work with **employers and the mayoral combined authorities (MCAs)** on improved ESOL provision and the skills agenda.
- Continue our **criminal justice** work focusing on ESOL needs in the criminal justice system.
- Develop our **lived experience** engagement and ensure that user voice is integrated throughout our work.



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SPEAK OUT THROUGH OUR PUBLIC AFFAIRS, INFLUENCING AND COMMUNICATIONS



We will:

- Deepen our **influencing** efforts and our engagement with Government, opposition parties, devolved administrations, and other stakeholders.
- **Convene stakeholders**, through expert groups, roundtables and webinars.
- Commission and disseminate **policy and practice research**.
- Continue being relevant to our existing **audiences** and reach new ones, including parents.

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OPTIMISE THE LONG-TERM RETURN OF OUR ASSETS



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We will:

- Manage our assets and investments to ensure respect for agreed international **sustainability** standards of Environmental, Social and Governance (ESG).
- Ensure that **assets** are managed in line with our vision, supporting its implementation.

BUILD A STRONG AND INCLUSIVE ORGANISATION



We will:

- Continue to uphold standards of good **governance**.
- Continue our work towards becoming an inclusive organisation by taking a proactive approach to:
 - Further diversifying our Board and staff team.
 - Championing **Equity, Diversity, and Inclusion (EDI)**
- Continue to **support and train our staff** to deliver improved outcomes for the communities that we serve.
- Actively consider **future opportunities and threats** – such as AI and climate change – and the impact that these will have on our work.

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LEARNING ENGLISH: THE DIFFERENCE IT MADE FOR ME



The more you know languages, the more your thoughts are expanded, in my opinion. When you learn a language, your society becomes bigger, to an extent.

PARWIN – PSYCHOLOGIST AND
ESOL LEARNER FROM KURDISTAN

FIND OUT MORE

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