INSIGHTS REPORT 2017

SPRING
IMPACT

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AFTER SIX AMAZING YEARS, THE INTERNATIONAL CENTRE OF SOCIAL FRANCHISING (ICSF) IS NOW SPRING IMPACT.

We feel our new name and look reflects our approach to scale and the work we do with our clients. Collaborative and credible. Never linear or one-size-fits-all.

For our clients and partners, this will not change the way we work with you. We will still bring the same rigorous, systematic thinking about scaling of social impact, challenging teams to think differently about how they can achieve change.

We are looking forward to creating a future where any social innovation that has the potential to scale, actually can scale, and to having you be a part of it.

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SPRING IMPACT

EXECUTIVE SUMMARY

The Scale Accelerator is an innovative programme created by Spring Impact in 2015, which aims to help participating organisations create an ambitious yet realistic plan to accelerate social impact to scale. Participants complete the programme with:

- an ambitious but realistic plan on how they can replicate their successful project
- increased confidence and capabilities to deliver this plan
- clarity on how they will evaluate their social impact as they scale
- a support network of other organisations experiencing the same journey.

The programme is managed by Spring Impact, formerly known as the International Centre for Social Franchising, and in 2017, four UK funders came together to sponsor a second cohort of six participants in their journey to scale. The programme includes Spring Impact's support to create an ambitious scale strategy, design a model for implementation, create a financial model to test the implications and outline a two-year acceleration plan for scale. This is complemented by monitoring and evaluation support provided by The Social Innovation Partnership and training from the School for Social Entrepreneurs.

school for social entrepreneurs london

This report shares insights from this Scale Accelerator cohort about replication and preparation for it, building on Spring Impact's experience to date.

We hope these insights will benefit social purpose organisations aiming to scale their impact and those who wish to support them.

Each organisation that took part in Scale Accelerator is at a different stage in its scale journey and has unique challenges. However, across the cohort we found the following three key themes:

1. THE EARLY STAGES OF REPLICATION REQUIRE SIGNIFICANT ORGANISATIONAL CHANGE

Replication marks a new stage in an organisation's development and requires a significant shift in operations, culture and strategy. We have learnt the most important questions organisations should consider when thinking about replication are:

- Why should we replicate?
- Is there demand?
- How will we manage the risk of poor quality?
- What are the financial implications?

These key questions feature in Spring Impact's broader replication readiness test, which is available online.[1] Whilst the questions listed above were those most often asked within the cohort, the test provides a more holistic diagnostic of areas to consider and to develop further as organisations begin replicating.

1 https://toolkit.the-icsf.org/logintest/#replication-readiness

2. OTHER APPROACHES, BEYOND REPLICATION MAY BE NEEDED TO ACHIEVE STRATEGIC AIMS

There are a range of strategies to scale impact, from indirect to direct, which can be combined to achieve increased impact. Indirect scaling strategies are those in which an organisation increases impact through influence or by working through others. Direct scaling strategies are ways in which an organisation increases impact by directly providing a service or product. Replication lies in between, as it involves direct delivery of a service, but delivered through other individuals or organisations. Often replication alone might not achieve an organisation's aims, and we have learnt that organisations need to carefully consider how the strategies complement each other and consider how to prioritise which strategies to employ at different times.

Combining replication with these other scaling strategies can also help to achieve systemic change, a common aim across the Scale Accelerator cohort. Intentional replication can help organisations develop the assets, evidence, and partners they need for their indirect influencing strategies, which in turn can lead to wider systemic change.

In order to help identify which of these strategies to prioritise, we found two tools the most useful: identifying the root cause or problem definition, and 'end game,' considering how impact will be sustained in the longer-term, which is another useful tool to identify the immediate steps that will lead to the long-term aim.

3. REPLICATION REQUIRES AN ITERATIVE APPROACH

A replication model needs to be dynamic throughout the replication journey. There are a range of replication models that describe the relationship with implementing partners, which are organisations who will take on an organisation's social solution and implement it accordingly. At a high level, replication models fall under three categories - dissemination, affiliation and wholly owned.

Different models of replication may be required at different points in the scaling journey. Organisations should be prepared to consider how their chosen method of replicating may need to change to respond to a changing environment, new strategic priorities or their experience on the ground.

We believe these insights hold important reflections for funders and supporters of organisations that are replicating. Upfront additional resources are often required for organisations preparing for their first replication to make the required organisational shift. Longer-term and flexible funding is required to support organisations to iterate and adapt how they are replicating, as they respond to new learning, changing environments and new strategic priorities.

INTRODUCTION

Many social solutions have flourished as a result of the growth of social innovation and entrepreneurship in the UK, but the implementation and scale of these proven solutions is often fragmented and the solutions don't reach their full potential.[2] There are over 167,000 charities in the UK, and whilst scale is not the solution for all of them, it is important that in the social sector we invest in those charities that have a proven solution to a problem that has an unmet need.[3] At Spring Impact, formerly known as the International Centre for Social Franchising, we focus on scaling the impact of those organisations that are ready to do so.

Scale Accelerator is an innovative programme created by Spring Impact in 2015, which aims to help organisations looking to scale their social impact.

Participants complete the programme with:

- an ambitious but realistic plan on how they can replicate their successful project
- increased confidence and capabilities to deliver this plan
- an informed evaluation plan on how best to measure and communicate their social impact
- a support network of other organisations experiencing the same journey.

In this year's second iteration, Scale Accelerator brought together four funders – the Big Lottery Fund, City Bridge Trust, Paul Hamlyn Foundation, and Unbound Philanthropy – to support six promising organisations. Spring Impact, supported by The Social Innovation Partnership (TSIP) and the School for Social Entrepreneurs (SSE) provided each of these organisations with a package of training and bespoke consultancy support.[4]

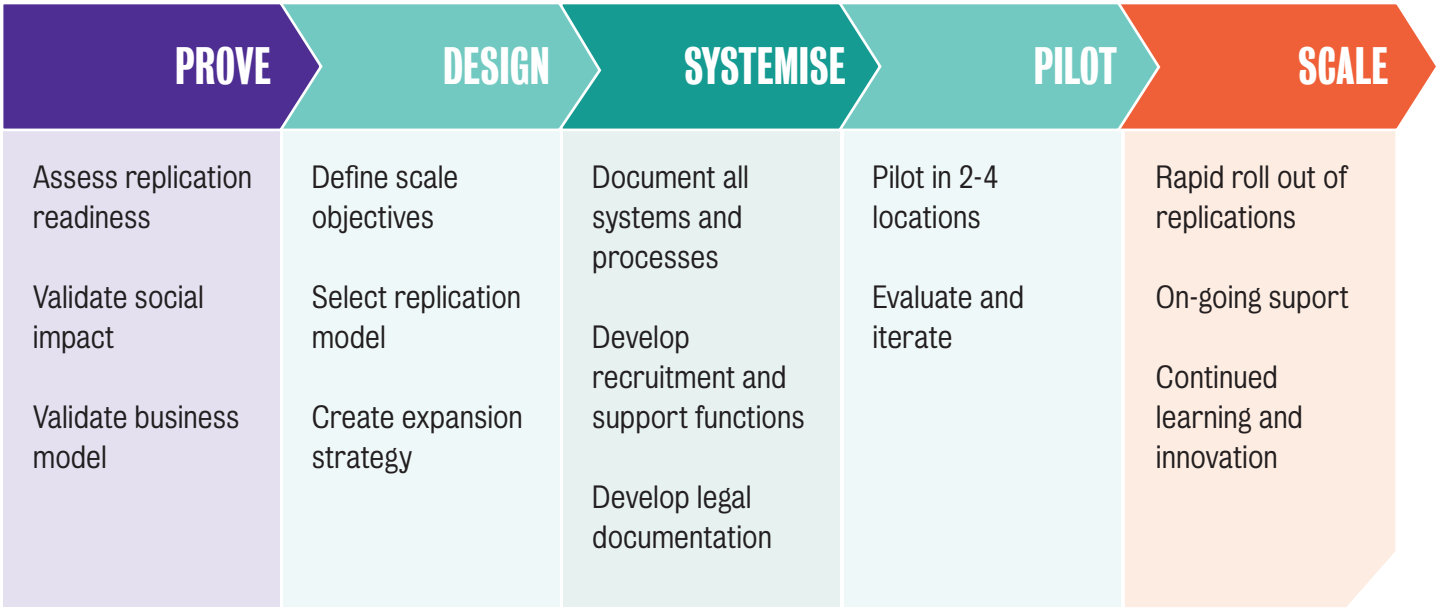
Scale Accelerator is structured around Spring Impact's five stages of social replication in the below diagram. This process outlines the steps organisations need to take to replicate their social innovations.

2 "Social Innovation - The last and next decade". Nesta. 9 February 2017. https://www.nesta.org.uk/blog/social-innovation-last-and-next-decade

3 Recent charity register statistics. Charity Commission. September 2017. https://www.gov.uk/government/publications/charity-register-statistics/recent-charity-register-statistics-charity-commission

4 To find a short description of each organisation see the Appendix

Figure 1: Spring Impact's 5 Stage Process to Scale



To help each participant determine the social replication strategy that is right for their organisation, Scale Accelerator focuses on the first two stages of the process outlined above. In this year's Scale Accelerator, this included bespoke consultancy support to participants to develop a strategy for how they will scale their impact, identify the essential elements of their programmes that must be delivered to achieve the desired social impact, and design a business model and two-year acceleration plan for scale.

We partnered with TSIP, which provided monitoring and evaluation (M&E) support to each organisation. TSIP's M&E support is particularly important and complimentary to Spring Impact's process as it helps organisations consider their M&E needs when planning to replicate and during the replication journey. M&E plays an important role in all stages of the scaling journey: in preparing to replicate, an organisation may need impact data to prove its model, and while replicating, an organisation may need to collect different data from partners to make sure the model is working effectively and to ensure their intended outcomes are being achieved.

TSIP provided a diagnostic to identify each participant's current level of evidence and subsequently provided bespoke support to help the organisation validate its social impact, as part of Spring Impact's 'prove' phase. TSIP's support included developing a clear theory of change, refining the organisation's evaluation plans, or helping the organisation to identify new tools and approaches to collect relevant and robust evidence.

Finally, we also worked with SSE to provide training to the participants to prepare them to lead their organisations through the scale journey. SSE delivered a two-day residential training event focused on themes and practical examples from organisations that have gone through a scaling journey.

This report shares insights from Scale Accelerator about replication and preparation for it, building on Spring Impact's existing knowledge of replication. We hope these insights will benefit social purpose organisations aiming to scale their impact and those who wish to support them.

SPRING IMPACT

THE 2016–17 SCALE ACCELERATOR COHORT

Each of the four supporting funders put forward their most promising grantees, which were selected based on their potential and readiness for scale. The six organisations that participated in Scale Accelerator 2016-17 cohort were:

ALEXANDRA ROSE CHARITY (ARC)

ARC launched Rose Vouchers to address the increasing issue of food poverty in the UK. Rose Vouchers help expectant mothers and parents with young children on low incomes to buy fresh fruit and vegetables at local markets while developing the skills and confidence to give their families the healthiest start. The project not only helps young families, but also supports local markets. Rose Vouchers are currently available in five locations. ARC joined Scale Accelerator to get support to develop a strategy to further increase the reach of Rose Vouchers and develop an evidence base for the scheme to demonstrate the long-term impact on families and improvements to the local economy. As a result of Scale Accelerator, ARC has decided it needs to take two different approaches to achieve its long-term goals. The team will improve operations across the five current sites as part of preparation for further replication and will also pilot "going deep" in two locations, to help the team understand what needs to change about operations to make this effective in other areas.

THE GREATER MANCHESTER IMMIGRATION AID UNIT (GMIAU)

GMIAU offers free legal immigration advice, representation and support services to people seeking asylum, refugees, children and vulnerable people, delivered through qualified caseworkers. In 2013, GMIAU began offering refugee family reunion support to help those with refugee status exercise their right to sponsor eligible family members to join them. Currently, GMIAU delivers services directly to 100 refugee sponsors a year, yet there is a huge unmet need across the country. Based on its work during Scale Accelerator, GMIAU plans to leverage its caseworkers' expertise in the northwest region, while preparing for others to utilise its model, improving access to free immigration advice nationally.

MAYDAY TRUST

Mayday Trust works to challenge and change the homelessness system through its Personal Transitions Service model, offering a replacement to existing support services that are often deficit-based and can institutionalise people experiencing homelessness. The Personal Transitions Service (PTS) is highly personalised and focuses on building strengths, aspirations, relationships and purpose rather than fixing needs and problems. Mayday is already working with seven innovation partners across the country to bring about grassroots systemic change through the delivery of the PTS. Through participation in Scale Accelerator the organisation is now looking to employ a new replication model to continue to develop a sustainable social movement that challenges existing systems and culture and reaches even more people going through tough life transitions.

SPARK INSIDE

Spark Inside runs coaching programmes in prisons that encourage rehabilitation and reduce reoffending. Through this, the organisation helps make transformational changes in prisons and unlocks the potential of people in prison to ultimately lead fulfilling lives. Working in prisons across London and the South East, one of Spark Inside's programmes, The Hero's Journey, is a structured life coaching programme for 15-25 year old male prisoners. Spark Inside came to Scale Accelerator with the ambition of making the programme accessible to prisoners throughout the UK. Spark Inside is now considering potential partners to work with in order to replicate the Hero's Journey model.

WEVOLUTION

WEvolution brings together people, with a focus on women, from disadvantaged backgrounds in Self Reliant Groups (SRGs), small groups of five to ten people who develop strong bonds of trust and friendship, save small amounts of money together, learn skills and support each other to create income-generating opportunities for themselves. WEvolution is directly supporting 36 SRGs in Scotland and is working through two implementing partners, as well as training other organisations interested in joining the SRG movement. WEvolution came to Scale Accelerator to learn how to ensure that partners are implementing quality SRGs that meet the quality markers identified by WEvolution. Through Scale Accelerator, WEvolution has decided to employ a replication model with a tighter relationship with its partners in order to build a broader evidence base and ensure quality implementation.

STREETDOCTORS

StreetDoctors is a UK wide network of volunteer medical students, who utilise their knowledge and skills to address youth violence, a leading cause of death of young people across Europe. StreetDoctors' volunteers equip young people at highest risk of violence with emergency lifesaving skills and the confidence to use them. Since registering as a charity in 2013, StreetDoctors now has over 400 active volunteers across 14 cities, and has taught over 5,000 young people. However, StreetDoctors is keen to do more to meet the growing demand and need for training, and came into Scale Accelerator looking to increase its reach of existing volunteer teams as well as understand how to replicate into new areas where there are no medical schools to provide volunteers. Through the programme StreetDoctors has identified potential changes to its delivery model that will help to increase reach, and will be incorporating its learning from the programme as it moves into developing its new strategic plan with volunteers, trustees and stakeholders.

REFLECTIONS FROM THE 2016–2017 COHORT

Each organisation that took part in Scale Accelerator is at a different stage in its scale journey and has unique challenges. However, across the cohort we found the following three key themes:

- the early stages of replicating require significant organisational change
- replication is not the only strategy to achieve strategic aims
- replication requires an iterative approach.

We will explore each of these themes in more detail in the next sections, and share what we think they might signify for organisations at different stages of their scaling journey.

1. THE EARLY STAGES OF REPLICATION REQUIRE SIGNIFICANT ORGANISATIONAL CHANGE

Replication marks a new stage in an organisation's development and requires a significant shift in operations, culture and strategy. We have found that those in our cohort who were considering replicating for the first time were challenged to think about how they deliver their service in a new way, potentially adapting it for new contexts and even taking one step back from directly delivering a service to empowering other partners to do so. Whilst many leaders of organisations are clear on the need to scale up, work is required to build buy-in amongst the boards of trustees and delivery teams to help them to understand the most important risks and how these can be mitigated.

In Scale Accelerator 2016-17 cohort, both Spark Inside and GMIAU are at the initial phase of their replication journeys. Spark Inside has been implementing an effective programme increasing well-being for young prisoners and is receiving wide interest both nationally and internationally from others looking to implement The Hero's Journey programme, but has yet to work with any implementing partners. GMIAU delivers an effective refugee family reunion programme in Manchester and Liverpool, gaining national recognition from funders and implementing organisations alike, who have looked to GMIAU for help to implement an equally successful model. GMIAU now wants to move beyond direct delivery and broaden its reach by working with partners.

Both Spark Inside and GMIAU used Scale Accelerator to begin preparing for the organisational shift required to begin replicating their programmes. We have seen that the most important questions that leaders need to address to begin this organisational shift are:

- Why should we replicate?
- Is there demand?
- How will we manage the risk of poor quality?
- What are the financial implications?

The following section outlines what we found to be the most effective ways to begin to answer these questions through our work with this cohort.

1.1 WHY SHOULD WE REPLICATE?

Through Scale Accelerator, we found that by developing organisational strategic aims, covering both business and social objectives, participants were able to build a compelling case for why they should replicate their services. For example, it was key for Spark Inside to be able to make The Hero's Journey programme available to a much wider group of prisoners, particularly outside of London where it currently operates. However, it was clear a key strength of the organisation was innovation, and Spark Inside wanted to maintain a lean team focused on innovating new services and delivering in London rather than become a large national service delivery organisation. Replicating The Hero's Journey through partners therefore seemed a viable strategy for Spark Inside, achieving both of these aims.

Clarifying these aims and the rationale for replication up front, supported Spark Inside's team and Board to be much clearer on how replication was aligned to the organisation's mission. Once agreed upon, these strategic priorities also help set parameters around how replication will take place, and what models might be used. Going through this process, Spark Inside remarked:

"IT WAS LIKE HOLDING UP A LIGHT IN A SEA OF DARKNESS. IT PUT TANGIBLE STEPS IN PLACE AND WE CAN SEE VERY CLEARLY THE ENORMITY OF THE TASK AHEAD. IT HAS GALVANISED US TO MOVE FORWARD FASTER, BUT WE ARE STILL A LONG WAY AWAY."

Spark Inside

1.2 IS THERE DEMAND?

Demand for a service or intervention is an obvious success factor for replication, and we learnt it is important to consider two sides to this question. For GMIAU, the demand for its services from users is very high, as potential clients queue up outside their offices to get legal advice, and many people commute from areas far beyond Manchester. Knowing there is an unmet social need fulfils one aspect of the market demand, as an understanding of the size and shape of the problem will guide decisions around where and how much an organisation needs to replicate. This is important to continually review, even for organisations who are considering further replication. During the programme, StreetDoctors completed research to understand the size and shape of violent crime affecting young people across the UK. This mapping exercise allowed StreetDoctors not simply to validate the need for its service, but also understand the extent to which it could increase its reach by replicating its current model, and clarified the unmet need in its existing areas of delivery.

To further consider replication potential, assessing the demand from potential implementing partners is the second part of this question, and can often be neglected. Beyond having an initial idea of who these partners could be (for example, organisations delivering services to elderly people), we have learnt that testing interest with specific potential partners, even when it's not clear exactly what a potential partnership might look like, is helpful. It not only helps build confidence across the organisation that the right type of partners exist and replication is worthwhile pursuing, but also helps define how replication will work later down the line.

1.3 HOW WILL WE MANAGE THE RISK OF POOR QUALITY?

How to manage the risk of poor quality delivery and subsequent reputational damage was one of the most frequently asked questions, raised by board members and delivery teams alike. This question needs to be addressed in order to achieve the level of buy-in needed to proceed with actual replication. We found that one of the main ways quality or consistency can be maintained is through codifying the key systems and processes that underpin the impactful delivery of an intervention. Identifying the initial training, ongoing support, and specifically the documentation that will provide ongoing guidance provides assurance on how quality will be maintained.

For instance, ARC has developed a toolkit, which is regularly updated and contains all of its processes, resources and template documents. This means knowledge is easily shared across ARC's sites, contributing to consistent quality delivery.

Documenting the most essential parts of a programme also mitigates against the risk of turnover in staff at the originating organisation and at replication sites. StreetDoctors' "Playbook" provides clear systems and processes for local delivery teams assuring the quality of delivery even as medical students graduate and move on every few years.

For GMIAU, documentation has also helped to measure impact and ensure the fidelity of the programme implementation, which will also be important as they move to work through partners.

"OUR THINKING HAS CHANGED QUITE A LOT. IT MADE ME THINK ABOUT IMPACT, I SEE IT EVERYDAY, BUT WASN'T THINKING ABOUT PULLING IT OUT ONTO A PIECE OF PAPER TO EVALUATE IT... WE DO SOME AMAZING THINGS HERE, BUT NONE OF IT IS WRITTEN DOWN, SO THAT'S WHAT WE'RE REALISING WE NEED TO DO MORE OF. SO SEEING THIS REPORT IS AN ACHIEVEMENT I THINK. IT DEMONSTRATES WHAT WE'RE DOING AND HOW WE'RE DOING IT."
GMIAU

Developing these new materials or refining existing materials can be daunting initially and often will require additional capacity. However, having an early view of what will be required not only will support buy in from stakeholders but help clarify the additional capacity and time that may be required before replication can take place.

1.4 WHAT ARE THE FINANCIAL IMPLICATIONS?

To understand financial risks, we found that building a financial model, which details projected income, expenditure, and the necessary upfront investments in capacity, was extremely useful in understanding the level of investment, additional fundraising, and potential revenue that could be generated through replication. Having clarity on these gives a balanced view of whether replication is a viable strategy to pursue.

From the financial models we have developed with this cohort, we have seen it can be difficult to generate significant surpluses through replication. This is especially true if the service itself does not have a "buyer" or natural revenue stream which would cover the delivery costs of implementing partners. Replication will place larger fundraising requirements on organisations looking to replicate, but provides an opportunity to increase impact by reaching a greater number of beneficiaries in a more cost effective way. Therefore, the decision to replicate must be driven by increasing impact, rather than thinking of it purely as a source of significant additional revenue.

These key questions feature in Spring Impact's broader replication readiness test.[5] Whilst the questions listed above were those most often asked within the cohort, the test provides a more holistic diagnostic of areas to consider and to develop further prior to replicating.

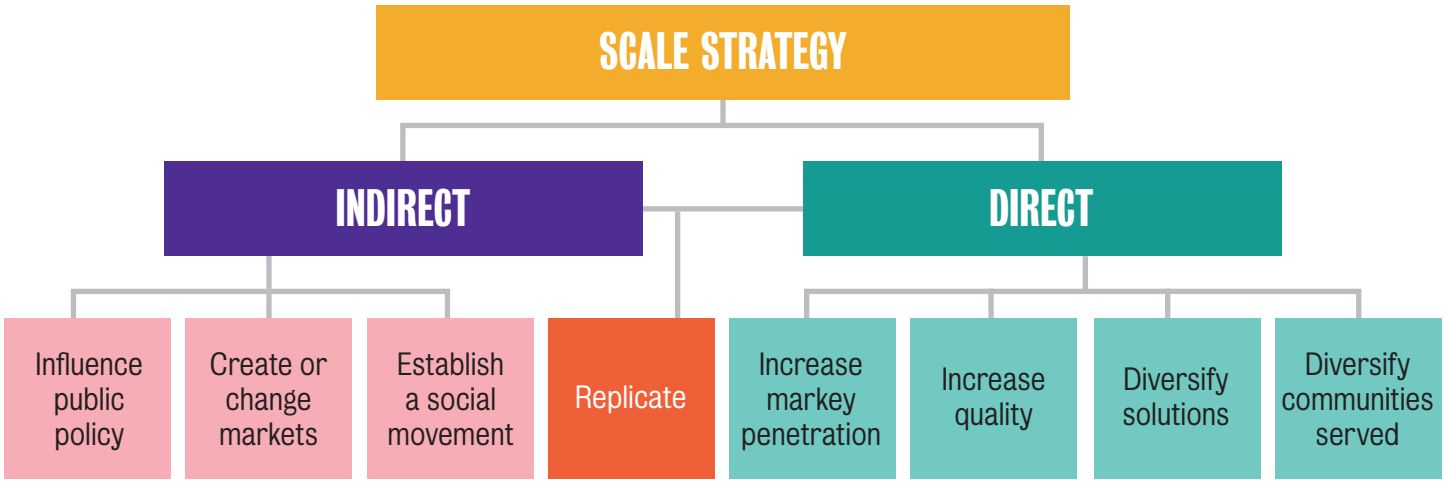
2. OTHER APPROACHES, BEYOND REPLICATION, MAY BE NEEDED TO ACHIEVE STRATEGIC AIMS

Replication is one of many strategies that can support organisations to increase their impact. Through Scale Accelerator we found that organisations often need to employ a combination of different strategies to achieve their strategic goals.

Spring Impact identifies the following strategies for scaling social impact. The below diagram categorises the strategies into indirect, in which an organisation increases impact through influence or by working through others, and direct, meaning ways in which an organisation increases impact by directly providing a service or product. Replication lies in between, as it involves direct delivery of a service, but delivered through other individuals or organisations. A full explanation of each strategy can be found in Appendix 2.[6]

5 https://toolkit.the-icsf.org/logintest/#replication-readiness
6 For more detail on the scale strategies see Appendix 2

Figure 2: Strategies to Scale Impact[7]



These strategies are not mutually exclusive and often can reinforce each other. In the Scale Accelerator 2016-17 cohort, StreetDoctors and Alexandra Rose are exploring strategies beyond just replicating into new geographies.

StreetDoctors is looking at how both increasing market penetration, in combination with replication, can help expand its reach. In existing areas StreetDoctors is exploring adapting its delivery model to increase volunteer numbers. Additionally, it is exploring how to diversify its volunteer cohort to expand into new areas with a high prevalence of knife crime, which the current reliance on medical schools' volunteers restricts.

"ONE WAY WE WERE SLIGHTLY DIFFERENT THAN OTHERS (IN THE COHORT) IS THAT WE HAD ALREADY SCALED SIGNIFICANTLY. [SPRING IMPACT] WAS ABLE TO UNDERSTAND THAT AND ADAPT THEIR PROGRAM. THE PROCESS IS VERY STRUCTURED AND REALLY HELPED US INVESTIGATE DIFFERENT ROUTES TO FURTHER SCALE."
StreetDoctors

Alexandra Rose, having also replicated to a number of sites, now hopes to focus on increasing market penetration in a few sites to increase impact, rather than continuing to replicate to new geographies.

7 Adapted from Duke University 's Center for the Advancement of Social Entrepreneurship. "Approaches to Scaling Social Impact". John Kalafatas. 2006

Rose VOUCHER
for
fruit & veg
Equivalent to £1 in
and vegetables
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RVLBL/4924
RVLBL/4925

ALEXANDRA ROSE – A CASE STUDY

DEEPENING THE IMPACT OF ROSE VOUCHERS

Alexandra Rose Charity (ARC) joined our 2016-2017 cohort having already replicated its Rose Vouchers Programme to five sites. Through Scale Accelerator programme, ARC sought to learn how it might develop its replication strategy to further increase the reach of Rose Vouchers. ARC's participation in Scale Accelerator helped the organisation to reflect on its strategic direction and create an appropriate scale strategy. ARC decided that, in the short-term, its approach should focus on deepening its impact and improving operational consistency at its current sites, in order to better prepare for future replication.

"THE KEY OUTCOME FROM OUR WORK WITH [SPRING IMPACT] IS THAT WE'VE REFOCUSED ON WHAT WE HAVE TO DELIVER. WE KNOW THAT, WITH THE FUNDING WE CURRENTLY HAVE, REPLICATING TO A LOT MORE SITES IN THE NEXT 3 YEARS WILL BE A CHALLENGE. WE HAVE REALISED THAT, RATHER THAN CHASING FURTHER OPPORTUNITIES TO BRING PARTNERS ON BOARD, WE MAY BE BETTER OFF DEEPENING OUR IMPACT IN OUR CURRENT SITES. THIS IS ANOTHER WAY OF SCALING OUR IMPACT, AS WE WILL STILL BE REACHING MORE BENEFICIARIES, AND WE'LL ALSO BE ABLE TO IMPROVE OUR IMPACT DATA BY HAVING A LARGER BENEFICIARY BASE. SO, THAT'S REALLY BEEN THE KEY TAKEAWAY FOR US – YOU DON'T HAVE TO GO REPLICATING IN A DOZEN PLACES OVER THE NEXT 3 YEARS, WHEN YOU COULD FOCUS ON WHAT YOU'VE ALREADY GOT AND GO DEEPER."
ARC

ARC's Rose Vouchers Programme seeks to promote healthy eating and combat food poverty by giving families vouchers that can be redeemed for fresh fruit and vegetables at local markets. The project works in partnership with local children's centres, which identify families with young children who are living on low incomes that may benefit from the programme. The children's centres also provide practical support, such as cooking classes, to build families' skills and confidence.

Since its establishment in 2013, the ARC programme has been proven to increase the consumption of fresh fruit and vegetables in low income families, as well as increasing skills in budgeting, shopping, meal planning, cooking and preparation of fresh healthy food.

"THE ROSE VOUCHERS HAVE REALLY IMPACTED MY LIFE POSITIVELY. I WAS LONELY WHEN I HAD MY BABY AND DIDN'T HAVE MUCH MONEY, BUT WHEN I STARTED COMING TO THE CHILDREN'S CENTRE, I MADE FRIENDS AND THE ROSE VOUCHERS HELPED ME FINANCIALLY"
Participant from Lambeth Jubilee Children's Centre

Alexandra Rose Charity

Through Scale Accelerator, ARC reflected on its strategic direction, which seeks to bring about an end to food poverty through encouraging policy change. ARC agreed that, in order to do so, it must be able to present a strong case for change, backed by robust evidence.

ARC decided that, in the short-term, it should pursue a strategy of 'going deeper', by seeking to increase the reach of its current sites. At present, ARC works with up to 150 families in each of its locations, but the team knows there are many more families living in the same area who would benefit from Rose Vouchers. ARC will trial increasing the number of families reached to help the team understand what needs to change about operations to make this effective in other areas. This will also give the team insight into the impact Rose Vouchers can have when operating at this level. In particular, the team are interested to understand how "going deep" will impact the local economy and wider local awareness of the scheme.

This approach will not only allow ARC to build a strong evidence base, but will also allow it the opportunity to increase operational consistency among its current sites, which the organisation has identified as a potential obstacle for future replication. Currently, the sites operate in slightly different ways and ARC would like a consistent approach across all locations, focusing on ensuring efficiency, quality and impact. Moreover, a consistent approach to delivery will allow ARC to understand the long-term impact of the model on families and the local economy across different contexts. ARC will, therefore, seek to improve operations across its five current sites, codifying systems, processes and the programme itself as part of preparation for further replication.

SPRING IMPACT

2.1 REPLICATION CAN PLAY A ROLE IN ACHIEVING SYSTEMIC CHANGE

Systems change was a common overarching strategic objective across the Scale Accelerator cohort. Whilst there are many definitions for systems change, one useful definition describes, "Systems change is about addressing the root causes of social problems, which are often intractable and embedded in networks of cause and effect. It is an intentional process designed to fundamentally alter the components and structures that cause the system to behave in a certain way."[8]

At first it was not immediately clear how replicating a programme or approach might change the structures or institutions required for systemic change. However, we learnt that intentional replication can help organisations develop the assets, evidence and partners they need for their indirect influencing strategies, which in turn can lead to wider systemic change.

Both Mayday and WEvolution have an ultimate goal of systems change, and will employ replication as part of a range of strategies to achieve this. For example, through replication, Mayday will develop a social movement of organisations working to change the homelessness system. Through impact data collected across these organisations Mayday will advocate to local and central government to change policy that shapes homelessness service provision. Mayday is working to create a supply of organisations who can deliver its personal transition services (PTS) model.

However, this revolutionary way of working does not currently always align with commissioners' needs for reporting outcomes. As such, Mayday will also need to advocate with commissioners who can champion the PTS approach and build a groundswell for change. The commissioners who have engaged with PTS can be mobilised by Mayday to help influence other commissioners, and eventually engage the central government to commission in a strengths-based way. Thus, by addressing the supply (of organisations delivering PTS) and the demand (commissioners and the central government), Mayday is utilising replication and advocacy efforts to lead to its ultimate strategic aim of systems change, with replication providing Mayday with both the data and network of partners required to influence commissioners.

"WE ARE LOOKING FOR LIKE-MINDED PEOPLE LOOKING TO CHALLENGE THE SYSTEM AND THEIR ORGANISATIONS. HAVE A PARTNERSHIP BASED ON SHARED VALUES, A SHARED ETHOS, AND A SHARED VISION OF WHAT WE WANTED TO SEE IN THE FUTURE."
Mayday

2.2 TAKING A LONG-TERM VIEW AND DEFINING THE ROOT CAUSES OF THE PROBLEM CAN HELP DETERMINE WHICH SCALING STRATEGY TO PRIORITISE

We found two tools useful for all of the organisations we worked with in understanding which strategies they should prioritise when considering how to scale their impact: a clear problem definition and an end game.

8 "Systems change: what it is and how to do it". Rachel Wharton and Alice Evans. http://londonfunders.org.uk/systems-change-what-it-and-how-do-it

Both of these tools involve working backwards, either to understand the root causes of the problems to understand what needs to be done to fix them, or to think about how impact will be sustained in the longer-term and what steps an organisation might need to take to get there.

During the preparation for scale phase, when an organisation sets its strategic priorities, it should also define the root cause, or problem definition, of the issue it is trying to address. We found that the problem definition ended up being a major factor in helping determine which scaling strategies to use. For example, Mayday identified that the current systems and services provided to people experiencing homelessness inadvertently institutionalise the people they are trying to help, and it will therefore need to influence public policy to change the homelessness system and create an enabling environment for strengths-based service delivery. This is often the case for many organisations: they cannot replicate their services in a vacuum, but need to use multiple, complimentary scaling strategies simultaneously to reinforce their strategic aims.

"OUR PROBLEM WAS THAT THE SYSTEM WAS INSTITUTIONALISING LARGE NUMBERS OF PEOPLE AND THAT WAS THE PROBLEM THAT WE HAD TO REALLY FOCUS AND DEAL WITH. SO FROM THAT WE BECAME A LOT MORE CLEAR ON WHAT OUR INFLUENCING STRATEGY SHOULD BE AND WHAT OUR FOCUS SHOULD BE AND THAT HELPED INFORM OUR THEORY OF CHANGE."

Mayday

End game describes how the impact of an organisation's intervention will be sustained in the long-term and what this means for an organisation's operations and the wider market.[9] End game is a helpful tool, as having an idea of the ideal future state enables organisations to work backwards and identify what steps they need to take now and in the future to achieve that state. For example, if the aim is for the government to adopt or commission a particular service, an organisation may require additional levels of evidence. Therefore, replication in combination with other strategies can help to work toward an organisation's end game.

"THE THING THAT STICKS IN MY MEMORY IS [SPRING IMPACT] PUSHING US QUITE HARD ON WHERE DOES THIS LEAD? WHAT IS YOUR END GAME? WHERE YOU WILL SAY YOU HAVE ACHIEVED YOUR OBJECTIVE? IT WAS A REALLY INTERESTING WAY TO PLAN FOR THE NEAR FUTURE BY LOOKING 20–30 YEARS OUT. AND WHERE WE ENDED UP IS THAT WE ARE MOVING TOWARDS SOMETHING THAT IS A PUBLIC GOOD AND THEREFORE WOULD EVENTUALLY BE A PUBLIC INVESTMENT ON A LARGE SCALE."

ARC

9 "What's your endgame". Alice Gugelev & Andrew Stern. Stanford Social Innovation Review, 2015

3. REPLICATION REQUIRES AN ITERATIVE APPROACH

We have seen that how organisations replicate needs to change and adapt at different stages of an organisation's scaling journey. Scale Accelerator participants that have already begun to replicate have had to reflect on their current replication models and consider if t hese are still able to help them address their current needs.

From the Scale Accelerator cohort, ARC and StreetDoctors have already started on their replication journeys. StreetDoctors has successfully replicated its intervention in 14 cities across the UK but its focus on student doctor volunteers has meant that its replication has so far been limited to cities with a medical school, which do not always correlate with locations with a youth violence issue. In order to achieve its strategic aim to reach all young people who are at risk of youth violence, StreetDoctors will need to adapt its existing model, expanding its volunteer cohort to other medical professionals and extending its existing teams.

"WE KNEW OUR CURRENT DELIVERY MODEL WOULDN'T HELP US MEET THE SIZE AND SHAPE OF THE PROBLEM, SO WE HAD TO INVESTIGATE DIFFERENT WAYS OF SCALING UP. WE NOW ARE CLEAR THAT BY MAKING CERTAIN CHANGES, WE CAN INCREASE REACH IN THE LOCATIONS WE ARE IN, AND THAT THIS NEW MODEL WILL HELP US TO REPLICATE TO NEW AREAS IN THE FUTURE, IN A WAY OUR CURRENT MODEL WOULDN'T LET US."

StreetDoctors

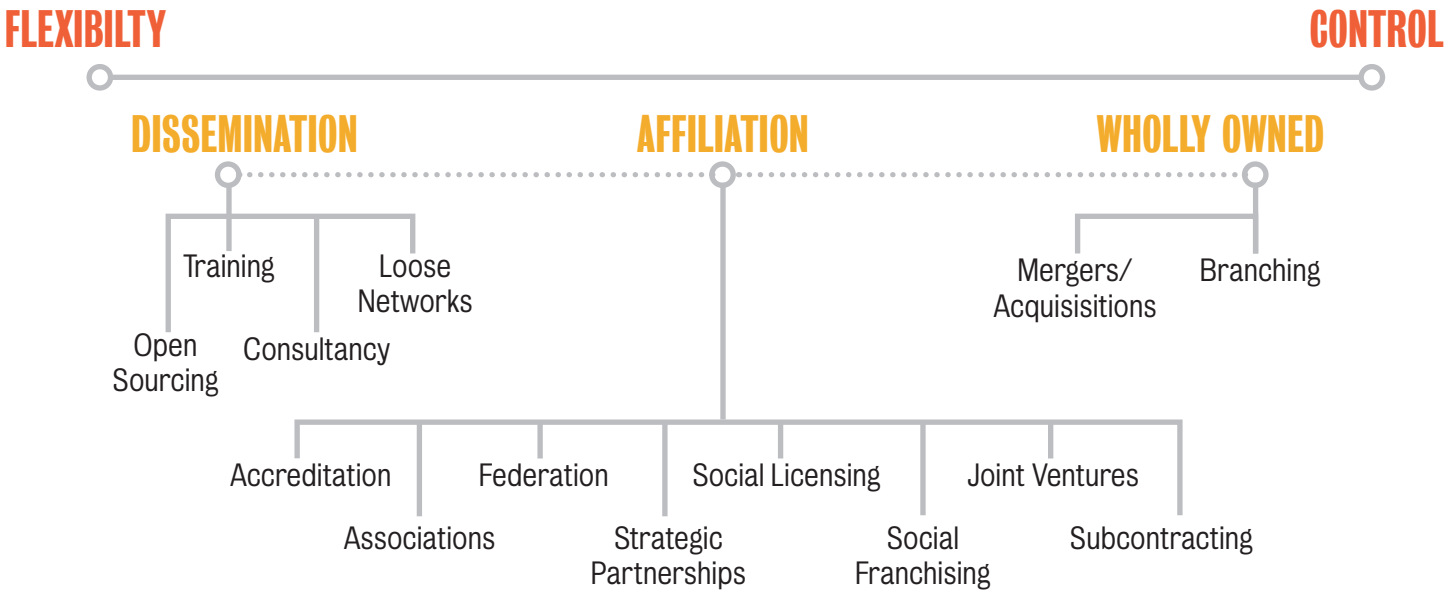
Mayday and WEvolution have also successfully replicated in new locations through partners, but are now both looking at shifting their replication models to meet their current strategic needs.

3.1 DIFFERENT MODELS OF REPLICATION MAY BE REQUIRED AT DIFFERENT POINTS IN YOUR JOURNEY

There are a whole range of different models that Spring Impact recommend organisations can use to replicate, spread along our spectrum of flexibility and control, as shown in the below diagram. This spectrum describes the relationship with implementing partners, which are organisations that will take on an organisation's social innovation and implement it accordingly.

At a high level, we have categorised our replication models as either dissemination, affiliation or wholly owned. Dissemination models involve a loose and limited ongoing relationship between the 'implementer' and the 'originator'. Affiliation models provide an originator with more control over implementation. They typically involve an official ongoing legal and financial relationship with an independent implementer. Wholly owned models offer the tightest levels of control, but are often the most resource intensive.

Figure 1: Spring Impact's 5 Stage Process to Scale



We have learnt that, depending on the stage of the scale journey, different replication models may be appropriate for organisations at different times. Many of our cohort were looking to change the model they had used to respond to the changing nature of the need, or to respond to what they have learnt and achieved through previous replication efforts.

Mayday is currently replicating by working in close collaboration through a strategic partnerships model with seven innovation partners. Mayday needed to gather more evidence to prove that its personal transition services model was effective, and thus needed to work closely with organisations willing to take on the inherent risk of a model that was not fully proven. At this stage, Mayday secured funding for the delivery of PTS by all of its innovation partners and to complete data collection and evaluation. Through working with its strategic partners, Mayday has also learnt what is needed to deliver its model in terms of training and support required by partners. Now, having gathered evidence to prove outcomes for its beneficiaries and developed an understanding of what support partners may require, Mayday is looking to utilise a looser model that will be accessible to a larger range of partners.

WEvolution reacted to demand by offering a training programme, called "DIY SRGs" ("Do It Yourself Self-Reliant Groups") to interested organisations. WEvolution eventually wants to open source its SRG model, making it freely available to anyone who would like to deliver it. However, in the short-term WEvolution needs to gain more evidence of the impact and cost-effectiveness of SRGs. The organisation realises that it may need a tighter relationship with a smaller group of initial partners in order to build a broader evidence base and learn what support is required to ensure quality implementation of SRGs.

In both cases, these organisations have had to adopt different replication models to help them achieve the specific aims and needs they have at different stages of their scaling journeys.

WEVOLUTION – A CASE STUDY

TAKING A PHASED APPROACH TO REPLICATION

WEvolution joined our 2016-2017 Scale Accelerator cohort seeking to establish a nationwide movement of Self Reliant Groups (SRGs), which aim to create opportunities for friendship, support and financial development for vulnerable women. WEvolution had already established multiple partnerships to run SRGs in several locations, but was keen to ensure operational consistency across sites and collect further evidence of their impact before scaling further. This was deemed to be particularly important as WEvolution ultimately seeks to grow the SRG movement to a critical mass where it attracts private and public investment and is easily implemented by organisations and individuals without notable support. As such, Spring Impact and WEvolution designed a dynamic scale strategy to bring current sites in line with established minimum requirements, and prepare them for a reduction in support over time.

Established in 2011, WEvolution is a not-for-profit organisation based in Glasgow, Scotland, which seeks to support those in the least understood communities to take control of their lives by bringing people together through SRGs that inspire enterprise, pride and change. SRGs are small groups of five to ten women who develop strong bonds of trust and friendship, save small amounts of money, learn skills, and support each other to create income-generating opportunities for themselves.

To date, WEvolution has been supporting SRGs in Glasgow, Inverclyde and Dundee and, in 2015, established implementing partners in Manchester and South Wales to further roll out its approach. In order to teach partners about running SRGs, WEvolution has held residential training programmes called "DIY SRGs" ("Do It Yourself Self-Reliant Groups"), designed for professionals looking to use the SRG model within their own context. However, some partners have found it challenging to replicate WEvolution's success.

"IN 2015, WE BEGAN RUNNING A DIY COMPONENT, BUT WE DIDN'T KNOW HOW TO DRIVE IT FORWARD AFTER THAT PROGRAMME. THEN, IN EARLY 2017, THERE WAS A LOT OF DEMAND, BUT WE DIDN'T ACTUALLY HAVE A CONCRETE WAY TO PARTNER WITH THE PEOPLE DRIVING IT FORWARD AND A RELATIONSHIP THAT WAS A BIT MORE ACCOUNTABLE. NOW, THROUGH SCALE ACCELERATOR, WE HAVE A MORE FORMALISED ROUTE FORWARD."
WEvolution

WEvolution has learnt that greater support and a closer relationship with partners is required to truly replicate the success of its programmes in Scotland. Additionally, to scale more widely, WEvolution is aware it will need to gain more quantitative data proving the hard outcomes of SRGs, to establish credibility with funders and potential partners.

In the long-term, WEvolution's vision or 'end game,' is of an SRG movement that grows to such a point that it is able to generate its own momentum, attract private and public investment, and is easily implemented by organisations and individuals, without notable support from WEvolution or other such organisations.

At this point WEvolution would act as a centre of excellence, championing the model and running a small number of SRGs to retain credibility and research best practice.

Through Scale Accelerator, WEvolution realised that it could create a two-phase scale strategy that would allow the organisation to operate a more controlled replication model in the short-term, which would help it to establish a self-sustaining, nationwide, open source social movement in the future.

Phase one will entail working closely with a few select partners to gain the data WEvolution needs and to effectively test the core model. WEvolution will be able to form tight relationships with carefully selected organisations, closely supporting them to adapt and deliver the SRG programme, gather the outcomes data it requires and capture partners' input on the strategic development of the model. After six months, WEvolution will carry out an assessment to ensure the partners' delivery of the SRG model meets WEvolution's quality standards. Once WEvolution is comfortable that an organisation is delivering quality SRGs, their relationship will transition into an ongoing support relationship.

Following phase one, WEvolution will assess its learnings and evidence base to determine how to adapt its replication model going forward into phase 2, with plans for a potentially looser model and wider scale-up. Using strategic phasing of looser and tighter models at different points in its scaling journey will thus help WEvolution to meet its strategic aims.

REFLECTIONS FROM THE 2015–16 COHORT

In 2015-16 Spring Impact ran the Scale Accelerator pilot programme, bringing together a group of 11 successful social projects from across the UK. Over a 9-month period we worked closely with the participants to support them on their journey to scale. For a full review of our pilot Scale Accelerator from the last cohort, please see our report Scaling Social Impact in the UK: Lessons from Scale Accelerator.[10]

Like the current cohort, the organisations from the original cohort came into Scale Accelerator at various stages of their replication journeys, some needing to prepare further, some not replicating at the moment but employing other scale strategies, or continuing in their dynamism and adapting their model to be responsive to their partners' needs. Here, A Band of Brothers, a participant in the first cohort, reiterates its lessons learnt from Scale Accelerator. These align with many of the key themes across both cohorts so far.

A BAND OF BROTHERS – AN UPDATE

A Band of Brothers (ABOB) joined Scale Accelerator 2015-2016 cohort having established programmes in three sites in Southeast England. Just one year later, ABOB has doubled its number of operating sites through a social franchising model, and learned some valuable lessons along the way. We spoke to ABOB's CEO, Nathan Roberts, to find out how far the organisation has come since Scale Accelerator.

Based in Brighton, ABOB works towards a society where young men and their families are supported through the difficult transition into manhood. Its 'Quest for Community' programme, a two-day residential workshop and ongoing mentoring scheme, aims to provide 21st century 'rites of passage' experiences to participants through the sharing and discussion of personal stories in a safe space. Participants emerge purposeful, inspired and confident in their own unique skills and abilities, complete with a strong local support network they can call upon in times of need.

Early results from a recent evaluation undertaken by ABOB indicate that, through the Quest programme, there has been a whole range of positive outcomes among participants, including 79% of participants experiencing less conflict in their lives.

This impact is set to increase as ABOB continues to implement and refine its social franchising model developed during Scale Accelerator. In the year since its participation in the programme, ABOB has established three further franchisees in Oxford, Cornwall and the London Borough of Haringey. In doing so, ABOB has increased programme capacity from 76 participants per year to 116, a number that is set to rise to 196 by the end of 2018, as ABOB looks towards scaling to four further sites.

10 Scaling Social Impact in the UK. ICSF. 2015. https://www.the-icsf.org/wp-content/uploads/2016/09/Scaling-Social-Impact-in-the-UK-1.pdf

For ABOB's CEO, Nathan Roberts, scaling the organisation's impact through social franchising has been a process full of valuable learnings. He explained that, prior to joining Scale Accelerator, ABOB had expanded its operations in a less systematic way and fully funded new sites. At that time, ABOB weren't aware of social franchising and the key concepts that underpin it. That's where Scale Accelerator came in.

"WE USED TO TAKE OUR MOST EFFECTIVE PEOPLE FROM EXISTING OPERATIONS AND SEND THEM TO NEW AREAS TO SET UP PROGRAMMES, WHICH LEFT US WITH A DEFICIT AT THE ORIGINAL SITE. NOW, WE USE OUR STANDARDISED OFFER OF TRAINING AND ONGOING SUPPORT TO BUILD CAPACITY IN NEW LOCATIONS FROM THE START. THIS LOCAL OWNERSHIP HAS BEEN REALLY IMPORTANT FOR THE SUCCESS OF THE PROGRAMME."
ABOB

One of the key learnings for ABOB relates to how to prepare new franchisees for joining the network. Nathan explained that implementation manuals are a vital accompaniment to the initial training offered to franchisees:

"SCALE ACCELERATOR HAS TAUGHT US THAT YOU NEED TO THINK ABOUT THE EXTREME DETAILS OF WHAT GOES INTO EVERYTHING YOU DO AND THEN GET IT WRITTEN DOWN, BECAUSE YOU CAN'T RELY ON WORD OF MOUTH TO TEACH PEOPLE WHAT MAKES YOUR PROGRAMME TICK!"

Nathan also emphasised that "You have to continually update your systems and processes, as well as the implementation manuals, as the organisation evolves."

Being prepared to be flexible as your organisation moves through the scaling journey is another of Nathan's top tips, as he talks about how the team have adjusted the original scale design. "The social franchise model has really helped us establish the levels of control we need at the centre, and how to divide responsibilities between the centre and our franchisees". He told us, "We saw the original design as a guide and have adapted it to suit our needs in this domain".

Since taking part in Scale Accelerator, ABOB "can now draw upon established concepts and vocabulary, which has helped clarify and explain to others how the model works". The team also now feel confident to discuss their replication model.

This has been especially important for ABOB, as they have had to build up their fundraising capacity since "Transforming Rehabilitation" reforms to the probation service have resulted in extensive cuts to spending on services such as ABOB. Nathan warns that other organisations should be aware that "Some funders are still yet to catch up with the concept of social franchising, so we do have to explain our model and our organisational structure a lot."

CONCLUSION

The 2016-17 Scale Accelerator cohort has shown us that the first step in replicating can often be the most difficult. Frequently, strategies beyond replication are required to fully achieve an organisation's aims, and an organisation will need to take an iterative approach throughout their scaling journey. Spring Impact recommends that organisations that want to scale their impact, consider the following:

SCALING INSIGHT	KEY QUESTIONS TO ADDRESS FOR REPLICATION AMD SCALE	SPRING IMPACT'S KEY RECOMMENDATIONS
The early stages of replication require significant organisational change	Why replicate?	Define business and social objectives to build a case to convince your team and board members that replication is necessary
	Is there demand?	Assess demand for services, as well as from potential implementing partners to consider replication potential
	How will we manage the risk of poor quality?	• Codify key systems and processes to maintain programme fidelity and quality • Identify the initial training, ongoing support and specifically the documentation that will provide ongoing guidance for implementing partners
	What are the financial implications?	Build a financial model to understand projected income, expenditure, and the necessary upfront investments in capacity which will determine the level of investment, additional fundraising, and potential revenue that could be generated through replication
Other approaches, beyond replication, may be needed to achieve strategic aims	What strategies are there for scale?	Consider the range of direct and indirect scaling strategies to meet strategic aims
	How can replication change the structures or institutions required for systemic change?	Develop the assets, evidence and partners needed for indirect influencing strategies, which in turn can lead to wider systemic change
	How do we determine which scaling strategies to prioritise?	Define the root cause and end game to help determine the right strategy to address current strategic aims
Replication requires an iterative approach	Is our replication model fit for purpose?	Consider how your chosen method of replicating may need to change to respond to a changing environment, new strategic priorities and your experience on the ground.

As organisations prepare to undertake the shift that occurs when starting to replicate, it is important that funders and supporting organisations realise that additional capital will be needed to create additional capacity to develop the documentation, systems and processes required. Providing capital during early stages will allow organisations to begin their scaling efforts, but funders should also understand that they too will need to be flexible, as replication and scale requires an iterative approach, responsive to changing needs and the lessons learnt along the scaling journey. Scaling is a long journey that requires constant adaptability as an organisation learns and continues to prepare for the changing environments, both internally and externally.

But as Nathan from A Band of Brother's exclaimed, "While you should be prepared for the challenges of this journey, what an exciting journey it is!"

We look forward to watching the scaling journeys of Scale Accelerator participant organisations over the coming years and hope to work with more inspiring organisations through Scale Accelerator 2018.

APPENDIX 1

INTRODUCTION TO THE SCALE ACCELERATOR PARTNERS

Spring Impact is a charity born out of a frustration of seeing social organisations constantly reinventing the wheel and wasting scarce resources. Spring Impact uses a combination of proven commercial and social principles and draws on extensive practical expertise to help organisations identify, design and implement the right social replication model, enabling them to solve social problems on a much larger scale.

THE SCHOOL FOR SOCIAL ENTREPRENEURS (SSE) supports social entrepreneurs and leaders of social change through action-learning based programmes, grants and match-traded grants, connections and peer support, at start-up, trade-up and scale-up levels. SSE develops both the entrepreneurs and their organisation, helping them develop their impact, networks, business skills and emotional resourcefulness.

THE SOCIAL INNOVATION PARTNERSHIP (TSIP) is a social consultancy, innovating for public good. It supports clients in their work to tackle some of society's biggest challenges, tailoring its support to each project and drawing on expertise in interdisciplinary research, strategy consulting, civic engagement, social impact evaluation and technology.

APPENDIX 2

STRATEGIES TO SCALE IMPACT

Organisations can employ a range of indirect and direct strategies, often in combination, to scale their impact.

Indirect scaling strategies include:

- Influence public policy: Advocating for changes in public policy to further address or reduce the need that necessitated the intervention
- Create or change markets: Establishing a new market or influencing an existing market to alter the behaviours and offerings of other organisations within the market
- Establish a social movement: Working independently – but more likely in collaboration with other organisations striving for a common goal – to create social change. This typically involves establishing a collective identity across a visible constituency or membership base that is pursuing a shared normative orientation and common cause or desired change to the status quo.

Indirect and direct strategy:

- Replication: Taking a model, programme or set of core principles to other geographic areas or markets, or empowering others to do so.

Direct scaling strategies include:

- Increase market penetration: Increasing the number of people reached by the solution, or quantity of impact, in current locations
- Increase quality: Increasing the quality of a product or service offering to alter the product or service so that it has increased impact but can be offered at a similar price point
- Diversify solutions: Providing new social and/or environmental solution to address different challenges affecting target groups in current locations
- Diversify communities served: Offering existing products or services to new target groups

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