



**realising  
ambition**

## **Turning the lens**

**How organisational strength supports replication**

**Realising Ambition  
Programme Insights: Issue 5**



**About this series:** This series of Programme Insights shares reflections, learning and practical implications from **Realising Ambition**, a £25m Big Lottery Fund programme supporting the replication of evidence-based and promising services designed to improve outcomes for children and young people and prevent them from entering the youth justice system.

Rather than writing a long evaluation report at the end of the five-year programme, we are producing a series of short Programme Insights so people get information about the programme while it is happening.

Some issues, like this one, are **focus pieces** that present ideas and concepts emerging from the programme. Others are **findings pieces**, describing preliminary data and learning from the evaluation activities, and their implications. Our **field guides** are practical 'how to' guides. Throughout each issue, some words are highlighted in blue. For these you will find definitions in the Glossary of Terms box at the end of this piece.

**About us:** The Realising Ambition programme is supporting and is powered by [22 organisations](#) replicating 25 different services all over the UK. The programme is managed by a consortium of four organisations committed to improving outcomes for children. It is led by [Catch22](#), alongside the [Dartington Social Research Unit](#), [Substance](#) and [The Young Foundation](#).



## Realising Ambition Programme Insights: Issue 5

### Introduction and recap

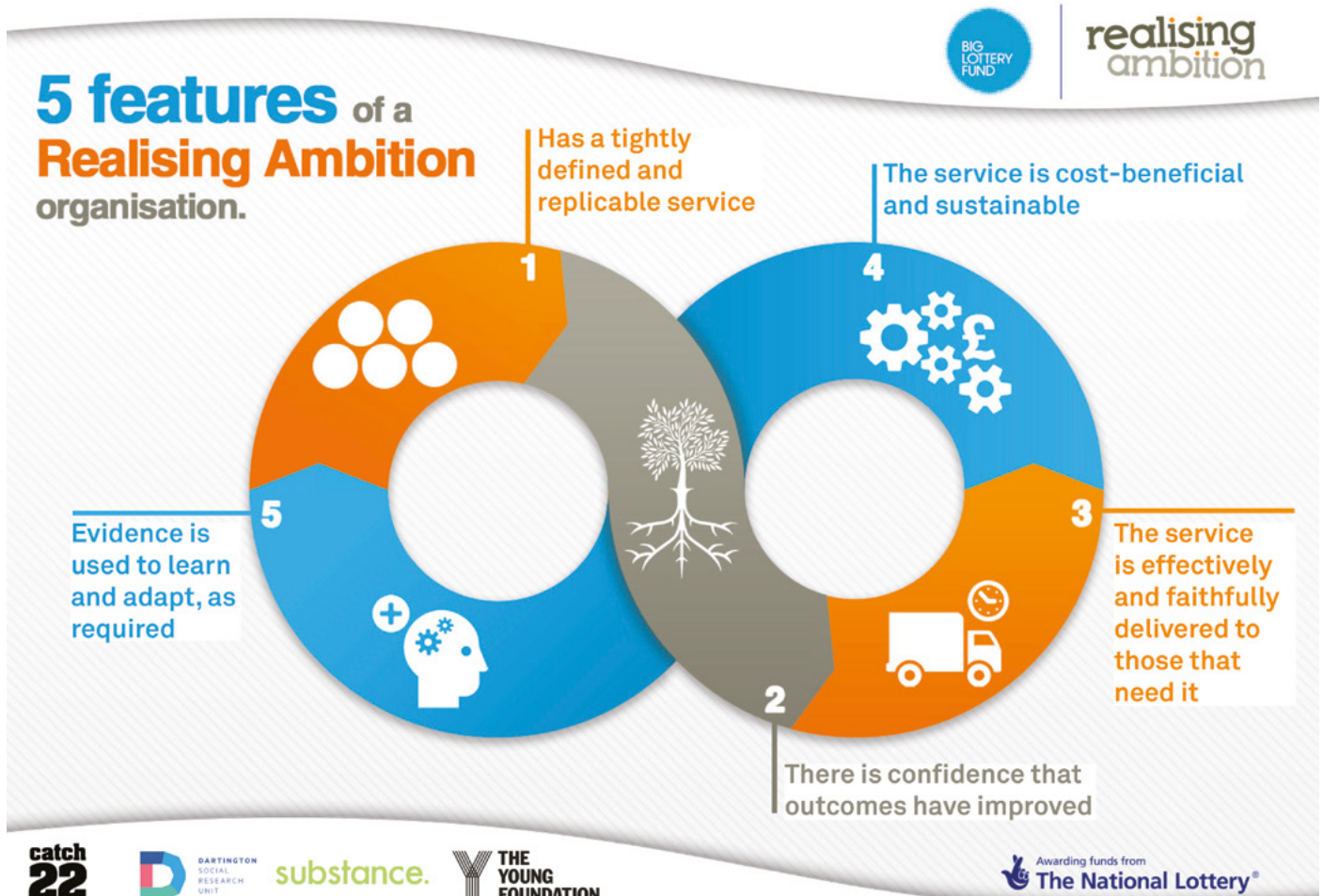
Successful replication requires a well developed intervention being delivered by a strong organisation in the right context. This is a mantra we have long espoused within Realising Ambition. In this fifth Programme Insight we turn our lens away from the characteristics of the programme's interventions towards the organisations themselves. We focus on organisational readiness to replicate alongside flexibility to adapt, where necessary.

In Part One of this Programme Insight, we outline what characteristics an organisation needs to be able to replicate, how their ability can be assessed and how areas for development can be identified.

In Part Two, we describe the replication models that Realising Ambition organisations have used to deliver their services. We then discuss the different challenges these models have posed the organisations and how they have responded. In Part Three, we explore a number of universal themes which can apply to every replication irrespective of the replication model.

In the first Programme Insight we identified five key ingredients of successful replication and represented them not as a linear set, but as a series of interlinking and mutually supporting features that require consistent application, as illustrated in Figure 1.

Figure 1: Features of successful replication



We argued that focusing on these features will help an organisation to develop a compelling case that its service delivers good **outcomes** and also provide funders and commissioners with confidence that the organisation itself is consistently improving.

However, these five factors are not mutually perpetuating. They require people working within an organisational framework to consciously and actively develop, improve and realise them.

## Part One: Assessing organisational strength for replication

Figure 2 illustrates what we think are the four key characteristics that an organisation needs to have well developed in order to replicate effectively. It also lists three key measures of each characteristic. The figure is an adaptation of the Young Foundation's Organisational Health Scorecard (OHS), which we used to assess the strengths, capabilities and development needs of the Realising Ambition organisations.

Figure 2: Organisational Health Scorecard

### Skill/will

- Board and trustees
- CEO and team
- Operating systems

The organisation has the capacity, capability and confidence to deliver the intervention; has embedded a recognised quality assurance system, and can demonstrate a clear governance structure and operating systems/processes.

### Financial sustainability

- Investment readiness
- Business plan and finances
- Partnerships

The organisation has a clear business plan, with compelling business model and defined income streams; the financial position allows for expansion; there is the capacity and capability to bid for and take on new delivery contracts.

### Organisational social impact

- Community of benefit
- Outcomes focus
- Information and impact assessment

The organisation and its team engages effectively with children and young people, has a clear focus on outcomes, and has robust systems in place which enable it to articulate social impact.

### Ability to replicate

- Networks
- Infrastructure
- Products

The organisation clearly understands the rationale behind the intervention; with barriers and risks well planned for; there are knowledge management processes in place, and relationships with partners and networks are developed.

The OHS is concerned not just with the service or its immediate delivery team, but with the level of support being offered to the replication process and the way that learning is understood across the organisation. It has supported delivery organisations to build upon their learning, identify what worked well in terms of replication and to further develop the business case for the impact they sought to achieve. It focused attention on service planning improvement and provided the basis for organisational development.

Through undertaking an annual review of organisational strength, each delivery organisation agreed a bespoke support plan to help them consolidate their learning. This has underpinned Realising Ambition’s approach to replication – identifying service **adaptations** or organisational changes required to deliver good outcomes and to develop the most appropriate business model for sustaining the service beyond Realising Ambition grant funding.

Whilst Dartington Social Research Unit’s Standards of Evidence – described in Programme Insight 3 – gives a basis for understanding the intervention

or service, the OHS provides the opportunity to consider the implications of delivering it. We have subsequently begun a process of bringing the Young Foundation’s OHS and Dartington Social Research Unit’s Standards of Evidence together in a tool we currently refer to as the Evidence-Confidence Framework, which we described in Programme Insight 2.

## Part Two: Realising Ambition replication models

Realising Ambition organisations tended to use three broad **replication models** to deliver their services, as described in the Social Replication Toolkit published by the [International Centre for Social Franchising \(ICSF\)](#):

- **dissemination** (such as open sourcing or training);
- **affiliation** (such as accreditation or franchising); and
- **wholly owned** (including merging and branching).

These approaches potentially offer different degrees of control over the replication, as illustrated in Figure 3.

Figure 3: The ICSF’s classification of replication models



We have found these definitions of replication models useful for classifying approaches used within the programme. However, in Realising Ambition the approaches used are more nuanced as two types of replication exist within the portfolio: Those organisations that are replicating their own service or intervention; and those that are replicating a service or intervention owned and/or developed by someone else.

Table 1 illustrates the replication model used by each organisation in the programme. (Those organisations replicating their own service are indicated with an asterisk.) The approach taken by organisations replicating their own service has been more diverse than organisations replicating services developed by others. Replications of services developed elsewhere – in Realising

Ambition this has tended to be the **evidence-based services** – have been inclined towards an affiliation model. This is because all of those organisations within the Realising Ambition programme that are using an evidence-based service (shown in orange in Table 1) have been delivered under some form of **license** or franchise agreement with the original service developer.

*Table 1: Replication models of organisations delivering in Realising Ambition*

Wholly Owned Approach	Affiliation Approach	Dissemination Approach
*Bridge Foundation	*Respect	*Ariel Trust
*Chance UK	*YMCA Scotland	
*Children’s Parliament	Action for Children (2 services) <sup>1</sup>	
*Malachi Trust	Ambition	
*Remedi	Anne Frank Trust	
*Shelter	BANG	
*Winston’s Wish	Barnardo’s (3 services)	
*Working with Men	Extern	
	*Kidscape	
	North Bristol (NHS) Trust	
	*Oxford Brookes University	
	Trelya	
	Success for All	

<sup>1</sup> Evidence-based services shown in orange in Table 1.

One of the things we have been interested in is whether the replication model has implications for the challenges organisations are likely to face and, importantly, at what phase of service replication delivery organisations are likely to encounter those challenges.

According to the ICSF's classification, the replications based on a dissemination approach offer the most flexibility, while those using a wholly owned approach are under the most control. In Realising Ambition we have found that the context in which the replication is taking place has a significant impact on the level of control an organisation has over the replication of a service, regardless of the replication model being used – as we will see, the most controlled replications within Realising Ambition have not necessarily been those that are wholly owned services.

## Wholly owned approaches

Wholly owned approaches in Realising Ambition are those that have been developed in-house by the replicating organisation and have been delivered by them in a new geographical area or with a new group of beneficiaries. Whilst all of these services had been evaluated prior to Realising Ambition they had been subject to varying degrees of scientific rigour. For some of the organisations, Realising Ambition represented the first time they had replicated their service outside of the original delivery area.

For the most part, the experience of Realising Ambition reflects the ICSF's assumptions about control over the replication in so much as it is the replicating organisation which is responsible for the service being delivered and making decisions about where and when adaptations need to be implemented.

The wholly owned services within the programme have tended to require the most up front support in order to ensure the replicated service has been adequately refined – an approach we described in the first issue of this Programme Insight series.

Arguably this is because, for many organisations, replication in a new area or with a new beneficiary group was being attempted for the first time. However, this is not always the case. Even those organisations which had replicated elsewhere before required early start up support to refine the service, develop supporting resources such as **implementation** manuals and establish processes for measuring impact. Most delivery organisations had not previously needed to develop the organisational infrastructure required for replication to the extent that this programme required.

Organisations report that they underestimated how resource intensive preparing for replication in a new area was. A series of challenges and competing demands were encountered, including refining their service, developing and implementing outcome and other reporting requirements as well as developing strategic relationships in new areas and referral pathways for beneficiaries, whilst at the same time providing services on the ground. The significance of these work-streams converging at the same time can test the capacity of even larger organisations, and optimism bias was common.

Developers who make their services available for replication through a license or franchise type agreement will normally have in place systems and protocols for data collection and monitoring, quality assurance, staff training and supervision arrangements which the licensee delivering the service must fulfil. These components tend to be explicitly stated and charged for in written agreements. Consequently, replicating organisations are required to plan in specific time and resources to ensure these elements are delivered and managed as part of their agreement with the developers. Arguably, managers were therefore more able to predict the level of support required from their wider organisation during the vital initialisation stage than were managers in those organisations replicating wholly owned services, especially when replication experience was not widespread across the organisation.

**“The challenges of replicating a wholly owned service in a new area include refining a service, developing and implementing outcome and other reporting requirements, developing both strategic relationships in new areas and referral pathways for beneficiaries.”**



Shelter replicated its own wholly owned service and introduced it into two new areas at the same time. The service required significant adaptation in order to better meet the needs of families in the new replication areas, requiring significant leadership from managers as well as flexibility from staff. As this was a wholly owned approach to replication, Shelter was able to quickly identify the adaptations required and to oversee their implementation without requiring consent from a license owner.

Initially developed in Knowsley, Shelter's replicated service, originally known as Keys to the Future and then later re-branded as Realising Ambition, was introduced into both Bristol and Sheffield. The level of need and demand for the service in the two new replication areas was much greater than Shelter had experienced in Knowsley or had anticipated from the two new areas. As a consequence a significant investment of time and effort was required within the organisation. Staff needed to understand and execute adaptations to the way the service was organised and delivered in order to fulfil the higher level needs being presented by clients. Shelter – which used Views alongside its

own information management system – monitored delivery and assessed data in real-time so it was able to quickly identify delivery issues related to the number of complex cases. Shelter had in place a programme board which was able to provide programme staff with the necessary guidance and support staff to make the necessary adaptations. Shelter also had the organisational capacity to divert other referrals to alternative appropriate in-house services.

Shelter had in place good management systems which enabled it to quickly identify implementation issues in the new replication areas. Its monitoring processes were robust and timely and its governance structures for the service provided managers with the necessary permissions and support to flexibly adapt the service to the needs and demands of the new areas. Shelter also had capacity within the organisation to absorb increased demand on other services as a consequence of adapting the replicated one.

**“ Shelter monitored delivery and assessed data in real-time so it was able to quickly identify delivery issues related to the number of complex cases. ”**

## Affiliation approaches

By affiliation approach we refer to those services within Realising Ambition delivered through a form of licence or franchise agreement with the original developers. There have been two kinds of services in this category: Those that sought to replicate their own service through a third party using either a franchise or sub-contracting approach and those replicating a service from elsewhere under license.

We suggested in the previous section that organisations replicating a wholly owned service did not have the benefit of the support, training or implementation resources available to those replicating a service within an affiliation approach. It has been Realising Ambition's experience that the license or franchise model tended to demand less support initially when the service had been replicated via this approach. Largely this has been because the service owner had undertaken refinements to processes and resources in order to enable the service to be replicated by a third party. The service tended to be more clearly specified as a result. However, it is the case that organisations replicating a home-grown service via an affiliation approach did require support in order to get the necessary materials for delivery ready.

Realising Ambition has been a funding plus support approach. Having access to external support was only part of the story for organisations using an affiliation approach to replicating a home-grown service. Developing the right materials and resources required for effective replication of the service still required an understanding of

the rationale behind the service across the whole of the organisational structure. It meant that the organisation had to recognise and plan for barriers and risks – the replication may not be well received by stakeholders within the new replication area despite there being evidence of need for it, or the supporting resources could be considered unhelpful or not fit for purpose. This requires well developed processes for knowledge management so that learning may be embedded and supporting resources and processes may be adapted and improved as a result of that learning over time.

Those replicating more established services or programmes – and these were mostly the evidence-based ones – still needed to undertake a review of programme resources and make adaptations to them in order that they were appropriate to the intended audience, but it was not necessary to undertake thorough adaptations. The services or programmes were in effect, ready for delivery. This means that well developed services may be geared up quickly and be delivered sooner as a result. Additionally, whilst some may initially appear more expensive than less well developed services or programmes, they may also present less risk. Consequently, delivery organisations, commissioners and funders may be more confident that such programmes are fit for purpose.

The ICSF classification suggests that those using an affiliation approach may experience less control over the replication than a wholly owned approach. This has not necessarily been the case in Realising Ambition.

**“ Well developed services, replicated with an affiliation model, tend to be geared up and delivered quickly as they usually do not need thorough adaptation. ”**

[Action for Children](#) replicated two services developed by others using an affiliation approach - Family Functional Therapy and Roots of Empathy. Both developers of these programmes retained extremely high levels of control over the replication. Not only were the programmes highly specified in terms of their delivery schedule and content, but Action for Children staff were also required to engage in regular supervision with the developers and delivery was consistently quality assured and monitored for [fidelity](#) also. Consequently, the programme developers maintained absolute control over these two replications.

In doing so, it may be argued that they retained brand integrity, but importantly, they ensured that the service was able to achieve desired outcomes. This gave confidence that both the service and the delivery organisation were robust.

Delivering a service that requires high levels of fidelity is demanding for both service managers and delivery staff. It means that a delivery organisation – across the whole of its structure – has to have the will to ensure that the service is delivered as intended and provide the replication with the support it requires so that the intended outcomes for children and young people may be achieved.

It has been our experience that maintaining high levels of programme fidelity – as seen in the replication of services that were closely control by an external party – requires strong leadership within organisations. Replicating a closely controlled service also requires considerable reflection, information and knowledge management, stakeholder engagement, risk management and brand management. All of these disciplines can be challenged by the constant real-world pressure to do more for less. Strong leaders in delivery organisations and also commissioners and funders acknowledging the importance of embedding learning are vital. Without them an organisation will be less able to understand their replication journey and effectively shape and implement service improvement, which can affect outcomes.

In Realising Ambition, we have also seen replications where control has been less easy to exert using an affiliation approach, which conforms closely to the ICSF classification. Both [Respect](#) and [Kidscape](#) sought to replicate their own home

grown programmes, Respect by means of a social franchise arrangement and Kidscape through sub-contracting with local authorities. Both of these replications witnessed local authorities withdrawing from delivery as pressures mounted on their ability to participate in non-statutory service delivery. Whilst both Respect and Kidscape had undertaken due diligence processes with delivery partners, these examples illustrate that replications using an affiliation approach can be subject to external pressures and therefore constitute a business risk.

The implication for the replicating organisation is, however, that it needs to be adaptable to these pressures. It needs to build-in sufficient risk management processes to identify when a replication is vulnerable and have contingency plans in place for such eventualities. The organisation needs to have strong leadership to enable it to assess and address what are potentially difficult circumstances and to have the resilience, and the networks, to overcome them.

**“ Maintaining high levels of programme fidelity requires strong leadership within organisations. It also requires considerable reflection, information and knowledge management, stakeholder engagement, risk management and brand management. ”**

[YMCA Scotland](#) is replicating its PlusOne Mentoring Programme, delivered through local partner organisations across Scotland, using a social franchise model. The level of control over or level of support required by each local replication area has been variable and in, certain circumstances, YMCA Scotland has exerted less control over a local replication. Whilst programme implementation and monitoring is standard and all franchisee partners utilise the resources developed by YMCA Scotland, the organisation has experienced the need to be very adaptive to local environments and contexts in order to ensure that relationships with key stakeholders are maintained whilst retaining confidence that the core of the service is delivered regardless of where the replication has taken place. As anticipated by ICSF's assumptions about affiliation approaches to replication, YMCA Scotland has been required to loosen control of the service in some areas in order to replicate effectively. It has also experienced some replications being brought to a close earlier than anticipated as a result of a local partner withdrawing from delivery of the programme.

## Dissemination approaches

The loosest form of control over replication takes the form of the dissemination approach. This can range from simply giving permission for a resource to be used and making it available for others to use as and when they see fit, through to the provision of training, support, resources and guidance to organisations seeking to replicate a service or programme. As table 1 illustrates just one Realising Ambition replication was delivered through a dissemination approach. Consequently, we can offer limited insight into this approach.

According to literature, this type of replication offers the least predictability. The Realising Ambition replication using this approach involved Ariel Trust providing training to teachers so that they would deliver Ariel Trust's It's not OK programme, using bespoke programme resources in the classroom.

The model is not based on team-teaching and nor does [Ariel Trust](#) implicate itself in quality controlling the delivery of the programme in the classrooms with other school-based programmes,

such as Paths Plus which was replicated by [Barnardo's](#) in Realising Ambition. Consequently, Ariel Trust has exerted much less control over delivery and has relied significantly on teachers self-reporting on issues, such as programme [adherence](#).

Because Ariel Trust staff are not intrinsically tied up with delivery on the ground, nor with managing delivery organisations, the organisation is available to consistently improve its resources with teacher feedback and develop its sales and marketing capability. It has been able to move from replication to [scale](#) quickly. Consequently, the replication of It's not OK has reached very high numbers of children and young people relatively quickly.

The impact of programmes delivered through a dissemination approach is, however, variable, as is the quality of delivery – the developer has little control over either. Similarly, the developer's ability to monitor the implementation of the replication is limited as they are reliant on third parties to collate data with little leverage to impose remedies in the event that processes are weak. This is the balance between cost, potential impact and the ability of the replicating organisation to influence or exert control over the replication. The replicating organisation must clearly articulate, in writing where possible, the expectations it has of third parties. It must also put in place processes to acquire the information it requires.

A number of organisations within the Realising Ambition Programme which have delivered school-based services – not just the one that used a dissemination approach – struggled initially to convince schools of the need to consistently and robustly collect [pre- and post-service outcome measurements](#) to show the difference that the service had made. Whilst schools may already be convinced of the value of the service offered, the collection of data was often perceived as being useful to someone else – eg the Realising Ambition consortium or the funder – as opposed to the data being useful to the school. This highlights the importance of ensuring that monitoring and evaluation data is made available to those collecting it, as well as other stakeholders, and prioritising agreement on this prior to delivery.

### Part Three: Universal themes

The experience of Realising Ambition has confirmed many of the key characteristics of the replication models identified by ICSF. However, it has also revealed a number of universal themes which apply to every replication model. It has become clear that levels of control over or support required for replication do not appear to be determined solely by the replication model itself. The context in which the replication is being conducted has a significant impact on these things and this is something that we will return to in a subsequent Programme Insight.

The replication model can provide clues about when an organisation is likely to have to invest greater time or resource to ensure effectiveness. However, it may also be possible to predict challenges if the service has been replicated previously and if the replicating organisation has experience in the new location. In Realising Ambition, the need to help organisations get ready for delivery has largely been determined by the experience they have with the service they are replicating and the replication area.

In Realising Ambition, we have tried to identify the full implementation costs for each service within the portfolio. We will be providing more detail on costs and benefits in a forthcoming Programme Insight. It is, however, apparent that costs are not necessarily shaped by the replication model but by the nature of service delivered. For example, school-based services tended to have lower costs per head irrespective of whether they were wholly owned or affiliation based replications.

A funding plus support approach has been a key characteristic of the Realising Ambition programme and we have found that the approach to replication

has not significantly affected the need to support organisations to develop their business or sustainability planning capabilities post-funding. For many organisations, this aspect of post-funding planning has been challenging both in terms of developing internal capabilities and having capacity to develop the business side of operations. Specifically, organisations have needed support to enable them to undertake business model design, financial modelling, stakeholder management and investment readiness work. Underpinning these areas, replication model has not affected support given to develop partnership management, marketing and communications capabilities, and board and trustee engagement to prepare them for further replication or scale of their services.

Post-Realising Ambition, a number of the organisations delivering wholly owned replications have looked to develop an affiliation model as part of their sustainability planning to help drive down the costs of future replications and to accelerate their ability to scale without substantially growing the organisation and increasing the risk that entails.

Whilst we have learned that a tightly defined, **manualised** and evidence-based service are critical elements, Realising Ambition has demonstrated that the organisational aspects of replication are equally important. Replicating organisations must ensure from the outset that they have the capacity and capability to implement a service effectively and to faithfully deliver it to appropriate beneficiaries. Organisations require strong governance and leadership to navigate the challenges replication poses, and need time and investment to learn, prove and improve. Their staff must also be prepared for the challenges and equally willing to adapt practices when necessary.

**“ Replicating organisations must ensure from the outset that they have the capacity and capability to implement a service effectively and to faithfully deliver it to appropriate beneficiaries. ”**

## Key Learning Points

- **The features of successful replication are not mutually perpetuating.**  
They require the right people working within an organisational framework to consciously and actively develop, improve and realise them.
- **Maintaining high levels of programme fidelity whilst making necessary adaptations requires strong leadership.**  
Without it an organisation will be less able to understand their replication journey and effectively shape and implement service improvement.
- **Strong governance structures support leaders to improve their services.**  
They provide managers with the necessary permissions and support to flexibly adapt a service when issues arise.
- **Well developed, cross-organisational processes for information and knowledge management improve services.**  
They ensure that learning is embedded, and that supporting resources and processes are adapted and improved as a result of that learning over time.
- **Replicating organisations need to be adaptable to risks.**  
They need to build-in sufficient risk management processes to identify when a replication is vulnerable and have contingency plans in place for such eventualities.
- **Replicating a closely controlled service requires considerable stakeholder engagement and brand management.**  
Stakeholders need to be aware of the underpinning logic and evidence behind the replication in order to understand what they can and can't adapt for local circumstances.
- **Do not underestimate how resource intensive preparing to replicate a wholly owned service in a new area can be.**  
The challenges include refining a service, developing and implementing outcome and other reporting requirements, developing both strategic relationships in new areas and referral pathways for beneficiaries. Many organisations have to do this while providing services on the ground.
- **Well developed services, replicated with an affiliation model, tend to be geared up and delivered quickly as they usually do not need thorough adaptation.**  
Additionally, whilst some may initially appear more expensive than less well developed services, they may also present less risk.
- **The impact of programmes delivered through a dissemination approach can be positive, but it is variable, as is the quality of delivery – the developer has little control over either.**  
The developer must clearly articulate, in writing where possible, the expectations it has of third parties. It must also put in place processes to acquire the information it requires.
- **External delivery partners must be convinced that data collection is useful.**  
It is important to ensure that monitoring and evaluation data is made available to those collecting it as well as to other stakeholders. External delivery partners must fully understand the rationale for the data collection process and have sufficient resource for it prior to delivery.

## Glossary of Terms

### ■ **Adaptation / adaptable**

Those aspects of a service that may be altered, refined or adapted in order to foster greater engagement, retention or satisfaction of those in receipt of a service (yet do not disrupt the underlying core mechanisms of the service or intervention).

### ■ **Affiliation**

When an official on-going relationship with independent individuals or organisations is formed to help them implement a replication. There is generally a legal framework involved that sets out the nature of the relationship. Often there is a financial relationship between the two parties involved, normally with the originator charging a fee to implementers but with a number of other ways the finances can work.

### ■ **Adherence**

A dimension of fidelity. Refers to whether the core components of a programme are delivered as designed, to those who are eligible for the service, by appropriately trained staff, with the right protocols, techniques and materials and in the prescribed locations or contexts.

### ■ **Data sharing**

The lawful and responsible exchange of data and information between various organisations, people and technologies.

### ■ **Dissemination**

In this replication model the developer creates resources that enable an independent other to implement the venture in a new location. There is a loose relationship between the originator and the implementer. In some cases a fee may be charged for materials or advice but there is generally no ongoing financial or legal relationship between the two parties.

### ■ **Evidence-based programme**

A discrete, organised package of practices or services – often accompanied by implementation manuals, training and technical support – that has been tested through rigorous experimental evaluation, comparing the outcomes of those receiving the service with those who do not, and found to be effective, i.e. it has a clear positive effect on child outcomes. In the Standards of Evidence developed by the Dartington Social Research Unit, used by Project Oracle, NESTA and others, this relates to ‘at least Level 3’ on the Standards.

### ■ **Information management system / Delivery and impacting reporting system**

Typically a web-based system that allows projects to view their real time data on outcomes, fidelity monitoring, quality assurance processes and other delivery data such as costs and staffing. These systems are useful for monitoring children’s outcomes as they progress through a programme, monitoring the quality of delivery across multiple sites, and testing the results of adaptations to programme components.

## Glossary of Terms

### ■ **Fidelity / Faithful delivery**

The faithfulness to the original design and core components of a service. This can be assessed by fidelity monitoring tools, checklists or observations.

### ■ **Implementation**

The process of putting a service into practice. Implementation science explores theory and evidence about how best to design and deliver effective services to people.

### ■ **Licensing**

Usually involves being granted a license to provide a service or sell a product, rather than an entire business format or system. The relationship between a licensing organisation and licensee is also looser than its franchising equivalent. This usually means a much smaller package of training and support (and not ongoing), and often no ongoing fees payable after the initial license purchase. Moreover, licensees will usually not receive exclusive territorial rights, and the granted rights are usually more limited.

### ■ **Manualised**

Creating and following a document that covers all the things about a programme or service that are relevant wherever and whenever it is being implemented. This includes the research base for the programme, the desired outcomes, the logical connection between activities and these outcomes, the target group and all of the relevant training or delivery materials (see also 'Implementation handbook').

### ■ **Outcome**

Outcomes refer to the 'impact' or change that is brought about, such as a change in behaviour or physical or mental health. In Realising Ambition, all services seek to improve outcomes associated with a reduced likelihood of involvement in the criminal justice system.

### ■ **Pre-service intervention questionnaire**

In the context of routine outcome monitoring or experimental evaluation, a baseline questionnaire completed shortly before any service provision takes place.

### ■ **Post-service intervention questionnaire**

In the context of routine outcome monitoring or experimental evaluation, a follow-up to baseline questionnaires completed shortly after the conclusion of service provision (further follow-ups may also be undertaken).

### ■ **Replication model**

The approach to delivering a service into new geographical areas or to new or different audiences.

### ■ **Routine outcome monitoring**

The routine measurement of all (or a sample) of beneficiary outcomes in order to: (i) test whether outcomes move in line with expectations; (ii) inform where adaptations may be required in order to maximise impact and fit the local delivery context; and (iii) form a baseline against which to test such adaptations.



## Glossary of Terms

### ■ **Scale**

A service is 'at scale' when it is available to many, if not most, of the children and families for whom it is intended within a given jurisdiction. Service delivery organisations can scale wide by reaching new places, or scale deep by reaching more people that might benefit in a given place. Replication is one approach to scaling wide.

### ■ **Social franchising**

Where the owner of an intervention enters into a legal agreement with another person or organisation (the franchisee) which grants that franchisee a licence to use its systems, brand and other intellectual property, and to use those to operate on an identical basis in a particular area. The franchisor teaches the franchisee the entire business format, and provides support via training and communications to the franchisee for the duration of their business relationship. In return for these systems and services, the franchisee pays an initial fee and ongoing fees to the franchisor.

### ■ **Views**

Views is a project management and outcome reporting platform, designed to demonstrate social impact and value in the context of revised public sector spending priorities and reforms to public sector provision. Its aim is to improve performance management in the delivery of public / children's services and was born out of a desire to develop a scalable approach to process monitoring and outcome measurement so that the richer forms of evaluation and impact assessment could be made available to the widest possible number of delivery organisations.

### ■ **Wholly owned**

Involves a structure in which the organisation creates, owns, and operates the replicated service. This is sometimes referred to as a branch replication model.

## Further Reading

We have drawn on many sources in the production of this Programme Insight. Our top picks for further reading on the themes discussed are listed below.

- A comprehensive guide to developing your social enterprise. UnLtd: <https://unltd.org.uk/news/resources/>
- Davis, A. (2015) Spreading social innovations: A case study report.
- Junge, K., Iacopini, G., Drabble, D., Hills, D. (2015). Social process evaluation of the Realising Ambition programme: Final report for the Big Lottery Fund. The Tavistock Institute.
- Kennedy, J., and Sharp, C. (2015). Getting better by design: Evaluation of a programme to support the voluntary sector in Scotland. The Big Lottery Fund.
- NHS Institute for Innovation and Improvement (2009). Organisational health.
- Replication Toolkit. The International Centre for Social Franchising: <http://toolkit.the-icsf.org/home>.
- Van Oudenhaven, N., and Wazir, R. Replicating social programmes: Approaches, strategies and conceptual issues. Management of social transformations. Discussion paper 18. UNESCO.

You can find a full list of additional resources we have drawn on at the Realising Ambition website: [catch-22.org.uk/realising-ambition](http://catch-22.org.uk/realising-ambition). This will grow as the series of Programme Insights develops.

This issue was written by the Young Foundation and Catch22, with contributions from the rest of the Realising Ambition consortium.

## Find out more

**catch  
22**

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**substance.**

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