SfA’s experience highlights the need to ensure that organisational capacity and supporting infrastructure is sufficiently geared to allow for rapid expansion of services. It also demonstrates that services which do not rely on direct delivery may be scaled quickly and that building sustainability into a business model can stop service delivery from being wholly reliant on grant funding.

SfA has overcome several challenges presented by rapidly and simultaneously replicating a service across a number of different geographical areas. The organisation began delivering TCPS quickly and found a ready market for the programme. The unexpected level of demand soon placed pressure on the organisation's infrastructure leading to a revision in delivery plans whilst it built capacity to meet this demand.

Nonetheless, TCPS remains a highly scaleable programme. Delivery is based on providing schools with training, support and monitoring from an external SfA advisor and can therefore be scaled across a number of delivery sites regardless of geographical location, as SfA staff do not need to attend sites on a daily basis.

The funding model used by SfA within Realising Ambition built in sustainability from the beginning. SfA used Realising Ambition funding to heavily subsidise the programme for new schools during TCPS’s first year of delivery on the basis that if the outcomes promised were achieved then schools would continue to purchase the programme unsubsidised thereafter. SfA has clearly demonstrated its impact by providing each participating school with a record of each child’s attainment, which is tracked, updated and reviewed every eight weeks. This data also allows them to create a compelling business case for TCPS when seeking to replicate it in new sites.

**Lessons learnt**

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**About the project**

- **Funding awarded:** £500,000
- **Duration of funding:** 4 years
- **Number of beneficiaries:** 8,554 young people aged 7 to 11 years old
- **Areas of delivery:** Bedford, Belfast, Edinburgh, Cardiff and Merthyr Tydfil

Established in 1997, Success for All-UK (SfA) is a charity driven by the philosophy of co-operative learning, which focuses on individual pupil accountability, common goals across the school and recognition of group success. In Realising Ambition, it delivered The Co-operative Primary School (TCPS), a universal intervention that improves children's achievement and diverts them from pathways into offending. Pupils work in small groups to help each other build reading skills, while teachers use strategies for social-emotional learning, classroom management, encouraging attendance and influencing behaviour.

**Five key ingredients of successful replication**

- **A tightly defined and replicable service:** TCPS is a well-defined, evidence-based programme. SfA and its US developers adapted the programme’s manuals and resources to make them more relevant to a UK school’s environment.
- **A service that is effectively and faithfully delivered to...**
SfA delivered TCPS to 8,554 young people across primary and secondary schools in England and Wales. Questionnaires were administered to 73% of these young people at the outset of service provision, and to 29% at the end of service provision.

Analysis of these outcomes indicates small improvements in young people’s school attendance and academic confidence and stability in relation to their commitment to school, cooperation and sharing skills, and peer relationships. In terms of children’s school attendance, the average number of days skipped from school was low at the beginning of the programme (between 0 and 1 day) and this was still low (although slightly closer to zero) by the end of the programme. Interestingly, in terms of academic confidence, the majority of the sample (72%) had scores within the high risk threshold at pre-test, and although lower at post-test (69%), this proportion remained similar. In relation to children’s commitment to school and their cooperation and sharing skills, these were in the normal range at the beginning of the programme and remained that way until the end – meaning they had little room to demonstrate improvement but did demonstrate stability.

Whilst the lack of a comparison group means that any stability or improvement in outcomes cannot directly be attributable to TCPS, overall the results from this outcomes analysis are positive, with small improvements and stability of outcomes identified between pre- and post-test. This is positive considering that TCPS is a universal prevention programme and not intensive in nature. Further, due to its universal nature, the majority of children receiving the programme started from a position of lower risk, meaning that a maintenance of that low risk was desirable.

What next

TCPS is a core SfA programme. The organisation has a well defined business plan in place which enables the programme to be delivered at scale. The use of Realising Ambition funding provided a platform on which schools could engage with the programme without financial risk and many of these schools invest continually in the programme now that improved outcomes have been demonstrated.

Find out more