



RIGHT TO
SUCCEED

Right to Succeed

Strategy 2021-2024





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“ Right to Succeed offer something groundbreaking that I haven’t seen in 20+ years in education: a chance to change the narrative for children and young people and bring about long-term and sustainable change. ”

John Rowlands
Executive Principal, Greater Manchester Academies Trust

Executive Summary

Our charity was six years old in March 2021. In these six years of working with the incredible people and organisations who live and work in the communities we serve, we have learned what it takes to bring communities together and how to effectively support them to transform the lives of children and young people.

The charity is growing quickly, and we continuously receive approaches from new communities who are excited by what we do and want to work with us. This is accompanied by increasing national and international interest in collective, place-based-change approaches.

As we scale, we are mindful that we must maintain quality in everything we do: in our delivery to communities, in our relationships with partners, in our internal processes and structures, and in how we nurture and develop our staff.

Our strategic priorities for the next three years are to:



Demonstrate the collective approach works



Prioritise sustainability as we grow



Build support for collective working

We are very proud of the impact that is starting to be achieved in the communities we serve. And we are excited by the growing appetite for a more collective, sustained and long-term approach to changing children and young people's outcomes.



Graeme Duncan
CEO, Right to Succeed

We have set three strategic priorities for the next three years, which will help us work towards our vision of strong communities, where every child is supported to succeed.

On the following pages, we have set out our strategic objectives for each of our five organisational pillars. These objectives will contribute towards our strategic priorities.



About Right to Succeed



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What we do

Right to Succeed supports communities in areas of high deprivation to work collectively to give children and young people the best start in life.

We bring together residents, professionals and decision-makers to co-design a development programme that is bespoke to the needs of the local community. We call this way of working "place-based change".

We do this because we believe every child deserves the right to succeed, no matter where they live.

Why we exist

The wealth of your parents still determines how well you do in education and in your career – we don't think that's right.

Too many children in the UK are not getting the right start in life, leaving them unable to realise their full potential.

We believe that no single organisation can solve this problem on their own, but together we can.

Our vision, mission and values

Our Vision

Strong communities where every child is supported to succeed

Our Mission

We work collectively to strengthen communities and systems that enable children and young people to succeed

Our Values



Curiosity



Collaboration



Humility



Integrity



Commitment

Our culture and values underpin the way we work, how we see our relationships and the decisions we make.

How we work

Our Theory of Change

Our theory of change sets out the steps that we take in order to effect change.

The target beneficiaries are the children and young people living in the communities where we work.

Together with local residents, professionals and leaders, we:



How we work



The Collective Impact Conditions

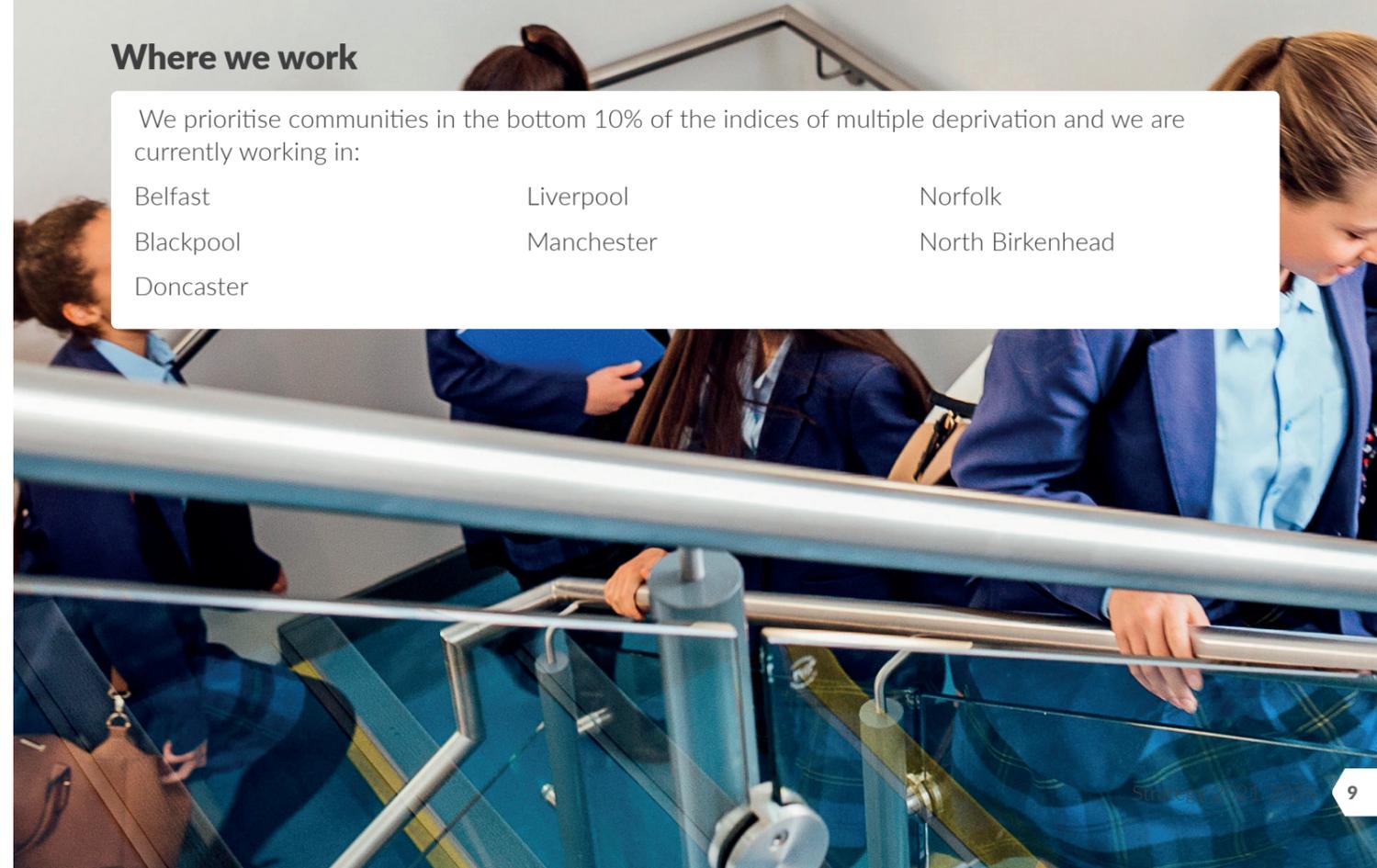
We believe the following conditions are a prerequisite to effective collective working in communities, and we work to establish them. This is a way of working together that recognises we can achieve more together than we can individually.

Collective Impact Conditions



John Kania & Mark Kramer, 2011, Collective Impact, Stanford Social Innovation Review

Where we work



How we measure impact

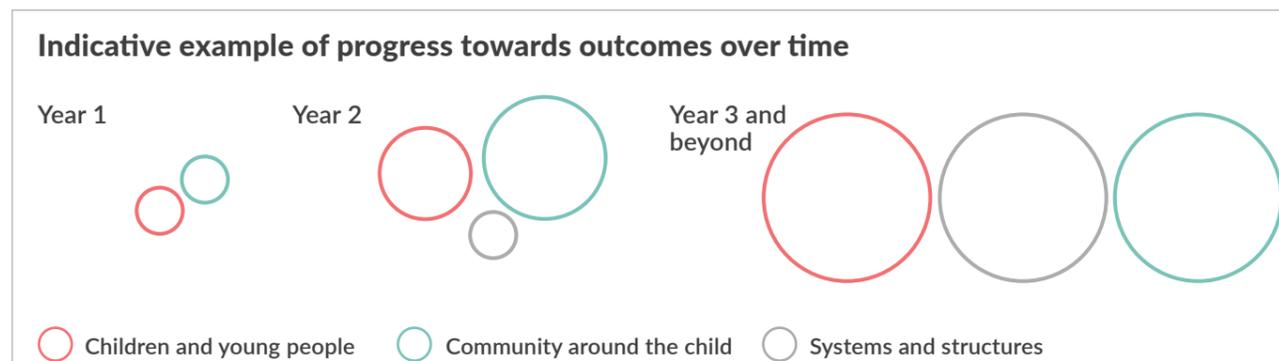
We measure impact at three levels. There are core outcomes we want to achieve across all of our programmes, and there are flexible outcomes that are dependent on the nature of the programme and the local context.

The collective nature of our work means that decision-making power lies in the local steering group. This means that while we may set indicative target outcomes in the early stages of a programme, these may change as the local community takes ownership and uses the data and evidence to decide the direction of the programme as it progresses.

The Right to Succeed Measurement Framework has three impact levels:

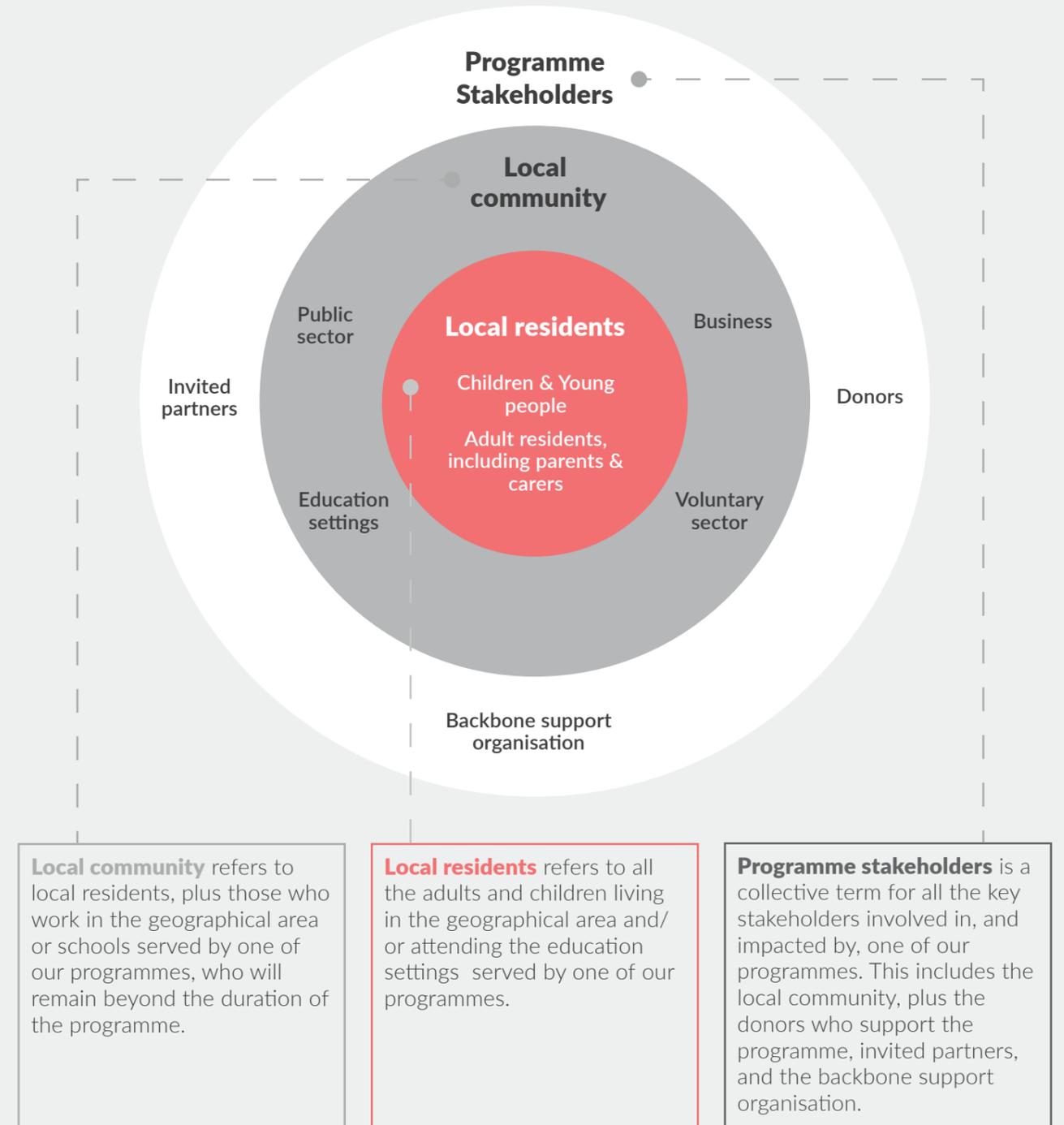
	 Child and young person	 Community around the child	 Systems and structures
Sample Core Outcomes	Improved literacy	Improved collective working between programme partners	Increased commissioning of preventative rather than reactive approaches
Sample Flexible Outcomes	Fewer permanent exclusions	Increased use of community centres	Improved governance structure and processes across the place

Social and behaviour change takes time and not all outcomes will be achieved at the same pace. This bubble graph illustrates how the proportion of outcomes at each impact level might differ over time.



How we define 'community'

Our mission is to work collectively to strengthen communities and enable children and young people to succeed. By "community", we mean all those who live and work in the area where one of our programmes is based.





“That evidence [KS3 Literacy Programme] will help me in terms of designing how we in future fund the improvement in literacy and numeracy across England.”

Nadhim Zahawi,
Secretary of State for Education

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Programmes

We have gained some significant learning over the six years of delivering programmes and our work continues to be guided by four principles: it must always be locally-led, research-informed, collective and focused on sustainability.

As we grow, we recognise we need to standardise our approach to programme design and delivery to ensure all staff can support collective working in a variety of places and contexts.

To ensure the long-term sustainability of our programmes, we recognise we must improve our approach to engaging with the local community at every level of our work.

Improving our monitoring and evaluation is also key to our next phase as an organisation. We will develop systems to measure the impact of all our work, at child, community and system level - both in order to improve our own delivery, and to demonstrate the effectiveness of our approach.

Our strategic objectives for our programmes for the next three years:

Theme	Strategic Objectives
Programme Delivery 	Systematise our approach to all phases of programme delivery and develop the necessary resources to ensure that it can be replicated with fidelity.
Community and Youth Voice 	Systematise our approach to youth and community voice within our organisation, across our programmes and within the communities we serve.
Monitoring and Quality Assurance 	Develop a model for measuring place-based change and embed the necessary impact measurement systems across the charity and our partners.
Evaluation, Learning and Programme Design 	Formalise our approach to learning and evaluation, driving continual improvement in our work.

Our strategic priorities:



Demonstrate the collective approach works



Prioritise sustainability as we grow



Build support for collective working



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Partnerships

We believe that no single organisation can solve complex social problems on their own, but together we can. Partnership is an essential part of our work, in order to deliver lasting impact in the communities we serve.

Over the last six years, we have built successful relationships with a number of partners. Now we need to standardise our approach, to maximise the impact our partnerships can have.

To ensure the long-term sustainability of collective working in the communities where we work, we will develop our capacity-building and training for partners, and formalise our approach to working with local and regional authorities.

Our strategic objectives for our partnerships for the next three years:

Theme	Strategic Objectives
Partnership Management 	Develop and roll out a consistent approach to managing partner relationships, based on their types and roles, that strengthens collective working.
Capacity Building 	Develop an effective approach to building the capacity of our local partners.
Sustainability 	Develop our approach to ensuring the long-term sustainability of collective working in communities, and define the role we will play in supporting that sustainability in the long term.

“The partnership approach taken by Right to Succeed, supported by GL Assessment, formed the cornerstone of this project, and has led to a cultural shift across all the schools.”

Stephen Tierney, Chair of the Key Stage 3 Literacy project

Our strategic priorities:



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People

We have a brilliant, passionate team of 26 staff at the close of August 2021, having grown 50% over the last 12 months. Our staff survey revealed that our values and culture are among our greatest strengths, and it is vital we continue to maintain this as we grow the team.

Over the next three years, we will focus on key areas such as:

- » Recruiting and retaining staff from a more diverse candidate pool and planning our recruitment effectively, so that we can resource projects quickly and not put pressure on existing staff.
- » Developing our staff through formal professional development plans and creating opportunities for progression within the charity, in order to retain talent.
- » Improving staff engagement by responding to areas for development identified in the staff survey.

Our strategic objectives for our people for the next three years:

Theme	Strategic Objectives
Values, Culture and Engagement 	Make sure that our working practices and culture truly reflect our values.
Equality, Diversity and Inclusion 	Nurture an inclusive, dignified and respectful workforce that both reflects and is equipped to understand the needs of the communities we serve.
Attract, Recruit and Retain 	Continue to attract, recruit and retain a talented team of people who share our values and commitment to our mission, while planning our workforce to get ahead of demand.
Develop and Maximise Potential 	Develop and maximise the potential of all Right to Succeed employees, using leading industry techniques and tools.

Our strategic priorities:



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Build support for collective working

“The work that you are doing is enormously important. You are acting as filters, brokers, and relationship-builders. You are nudging, monitoring and linking the work in the region. You are generating momentum, funding, and enthusiasm.”

David Weston, CEO, Teacher Development Trust

Development

As we have grown, we have seen the need to dedicate more resources to developing the charity, to professionalise how we work, and to maintain strong relationships with the donors, networks and influencers that will support the charity's sustainable growth.

As demand for place-based change grows, we need robust decision-making processes for assessing which communities we work with to achieve sustainable growth, and a fundraising strategy that can evolve to support this.

External communication will be key to supporting our growth, by communicating clearly and effectively how we work collectively with partners and the impact it has.

In tandem, we will work with other partners to build a centre for place-based transformation to support more communities to implement place-based change approaches.

Our strategic objectives for development for the next three years:

Theme	Strategic Objectives
Fundraising 	Strengthen our internal processes and develop new fundraising approaches to ensure that we grow sustainably and maintain quality as we scale.
Business Development 	Develop and implement a transparent approach to managing requests for new projects, including robust mechanisms to ensure that we take on projects only where we are certain we won't overstretch organisational capacity.
External Communications 	Develop the strategy, voice, resources and processes that allow us to regularly and clearly communicate what the charity does, how it works and the value we bring to communities.
Advocacy 	Work with partners to create the conditions for effective place-based collective working to become commonplace.

Our strategic priorities:



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“After 30 years in this profession and eight years as a headteacher I can honestly say that I have never before worked with such professional people who have been able to challenge my thinking and inspire my practice.”

Wendy Casson
Headteacher, Educational Diversity, Pupil Referral Unit, Blackpool



“The whole-town approach to education works. I would encourage everyone to get behind it to support our town and its future.”

Cllr Jim Hobson
Blackpool Council Cabinet Member for Children's Social Care and Schools

Finance & Governance

The implications of the pandemic, and the post-pandemic response, will have a significant impact on how donors and public sector commissioners fund programmes over the coming years.

The charity has good governance policies and procedures in place, but we recognise the need to make sure they are sufficiently robust to support our growth. We must take a proactive approach to understanding, measuring and mitigating risk.

Safeguarding is integral to all our work and it is essential that we continue to develop our practice to ensure that our staff, trustees, partners and children and young people within the communities that we serve are supported safely.

Our strategic objectives for finance and governance for the next three years:

Theme	Strategic Objectives
Finance 	Develop our systems and controls to ensure we are always a sustainable charity, and allow decision makers at programme and charity level to make informed decisions to advance our mission.
Governance 	Explore how to make our governance more representative of the communities we serve, and establish processes for clear, timely decision-making and communication for the benefit of employees, trustees, donors, partners, and beneficiaries.
Safeguarding and Child Protection 	Systematise and effectively implement our approach to safeguarding in relation to governance, CPD and contextual safeguarding.

Our strategic priorities:



Demonstrate the collective approach works



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Get in touch

We are confident that we will continue to grow and learn thanks to the staff, trustees, donors and commissioners who are helping us along the way, and the depth of relationships we have with our partners across the communities where we work.

If you want to support us:

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If you're interested in setting up a place-based change programme in your community

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