

Resurgo Trust
Our Impact Approach



The Revd Tom Jackson MBE
Founder

Since its inception Resurgo has been committed to pursuing the highest levels of impact. I am therefore delighted to present this report on our impact approach, which I hope demonstrates our focus on tackling some of the greatest social challenges facing our society.

My sincere thanks goes to all those who have supported us over recent years – including our funders, partners and Resurgo team – and I hope this report serves as a huge encouragement as we look back at all we have achieved together so far.



Jo Rice
Chief Executive

At Resurgo we have always sought to be ahead of the curve on impact management.

Thanks to our partners at Impetus we have been able to measure the Spear Programme outcomes against the first robust longitudinal benchmark of its kind. We are delighted that the results are conclusive in demonstrating, without doubt, that we are positively impacting the employment outcomes of the young people we serve in tangible ways.

This benchmark also gives us great confidence that we can replicate the Spear Programme without diminishing its effectiveness. It was therefore hugely exciting to open the 10th Spear Centre in 2019 in collaboration with our church partner in Leeds – taking the programme beyond the bounds of London and the South East.

We've always known that the Spear Coaches – across all the centres that our church partners have pioneered – are the ones who do the hard yards in facilitating the transformation of young people's lives. However, as we have grown, it is our impact team who have led the charge in keeping us effective and accountable to the young people we work with. We are so grateful for the 'head and heart' they bring to their work.

As we look ahead, we are looking forward to deepening our impact approach across all our work, with particular reference to Resurgo Ventures and Resurgo Consulting. We'll look forward to reporting back in a year.

In the meantime, thank you for your partnership in the Resurgo vision; we hope you'll be encouraged by this report that your support really is changing lives.



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About Resurgo

Resurgo exists to tackle some of the greatest social challenges facing our society.

Amidst the many advancements we enjoy today, important social problems are escalating. Challenges such as youth violence, modern-day slavery, homelessness and food poverty all disproportionately affect the most disadvantaged in our communities. But together, we can do something about them.

At Resurgo we connect, envision, train and support people to 'transform society together' through high impact and scalable enterprises.

Our work takes place through our three main offerings:



The Spear Programme

Our award-winning Spear Programme exists to inspire and support young people facing disadvantage, helping them move into sustained employment or education.

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Resurgo Ventures

Resurgo Ventures exists to gather a community of support and expertise around entrepreneurs who are creating scalable social impact. We give early stage social ventures the opportunity to collaborate with industry experts, to refine their business models and deepen their social or environmental impact.

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Resurgo Consulting

Resurgo Consulting delivers group and one-to-one coaching with organisations looking to develop workplace culture and overall performance. We use our coaching and impact expertise to deliver bespoke programmes for a diverse range of organisations.

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Our impact approach

Why does impact matter so much to us?

To play our part in transforming society we need to know if the efforts we are making really are having an impact on the social issues we seek to address. For this reason we have made it our goal not just to become a high impact organisation, but to continually raise the bar for ourselves and for others. In the arena we work in, the stakes are too high and good intentions just won't cut it – we need to know if we're actually making a difference.

Therefore data has a seat at the table.

Resurgo is first and foremost a coaching organisation; we put people first and prioritise relationships. But we do this hand-in-hand with data. When we make decisions, data has a 'seat at the table' and informs the choices we make every day. This kind of culture doesn't emerge overnight – it's taken years to build, but we're proud to have an exceptional team that truly values the head and the heart

In the words of Ingrid, Spear Centre Manager: "I always held people above data, but now I understand that you have to hold both equally high to keep your team healthy and effective in bringing true social transformation".

But what does this look like?

These days there's nothing unusual about collecting a lot of data. It's what we do with it that really makes the difference.

As a result, we are far more interested in impact management than impact measurement – although of course we need both. For us the difference between the two is clear: impact measurement simply involves choosing the right indicators or measures for the issues you are tackling, and then getting the right data collection rhythms in place. Hard enough, but doable. Impact management however, is the harder job of using this data to provide deep insight into current performance, and then using these insights to drive consistent improvements across your teams. This approach requires a learning culture to be at the heart of the organisation – something that takes a huge amount of work to build – but the results speak for themselves.

I hope the following pages provide real insight into the impact methodology that has become so important to us as we seek to play our part in the transformation of society.



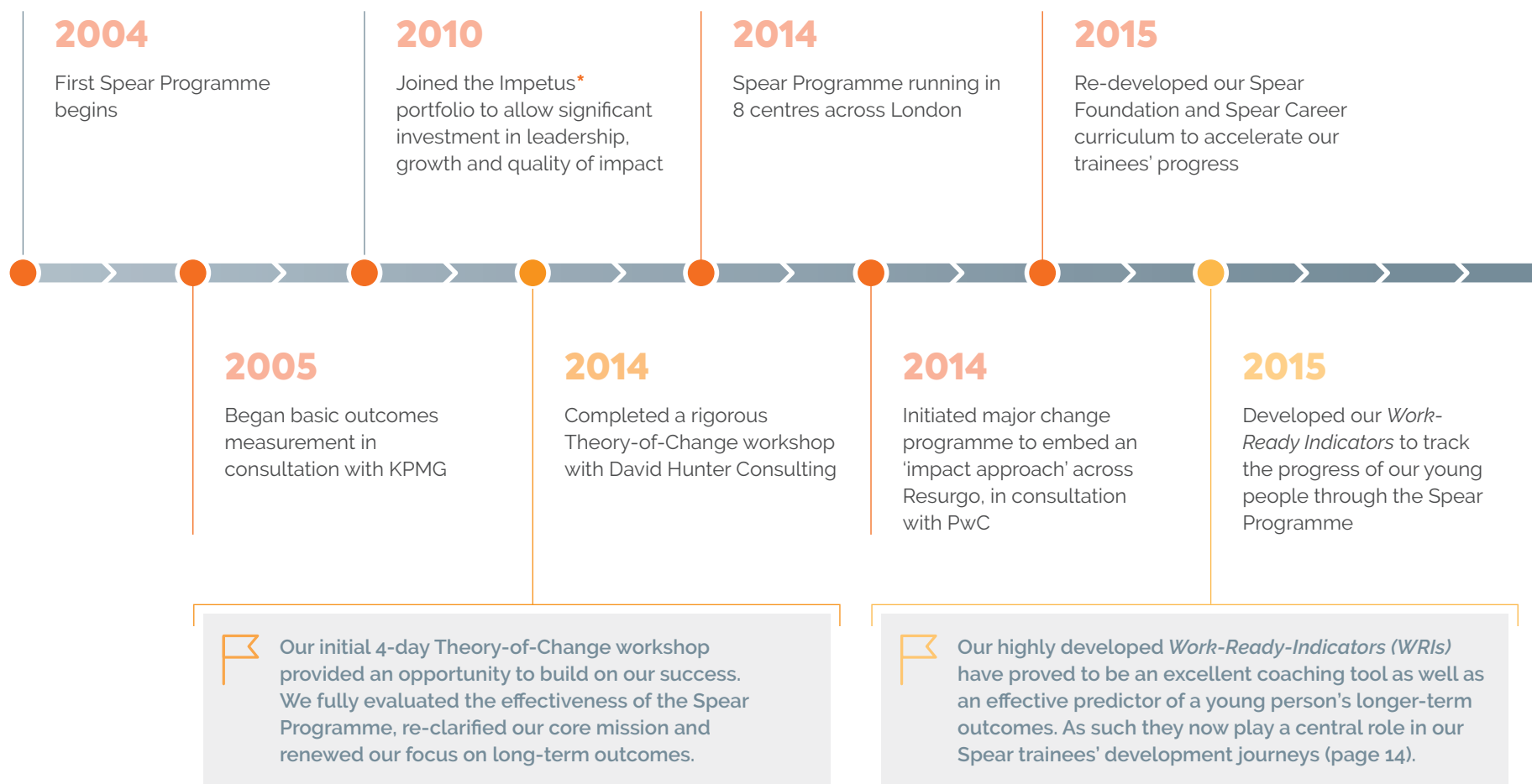
Pete Bacon
Executive Director of Impact and Operations

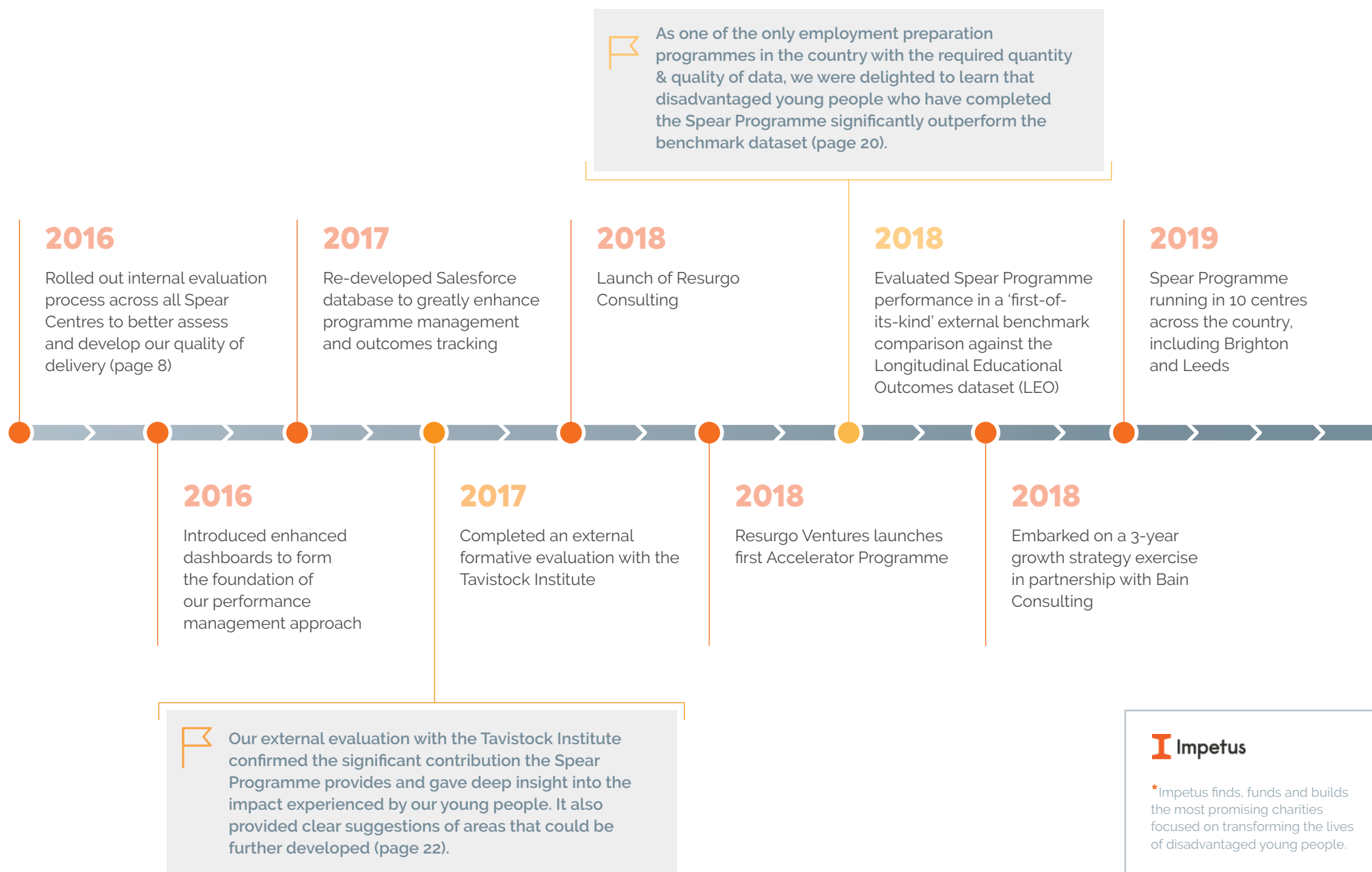
"After speaking to over 30 youth employment organisations internationally, we were very impressed by Resurgo's use of data and approach to impact management. It was clear that Resurgo has a true understanding of its beneficiaries and the outcomes they wish to realise."

Rosanna Thomasoo
New Philanthropy Capital

Our impact journey

Resurgo has always been committed to measuring its outcomes but our impact journey began in earnest upon the completion of a rigorous Theory-of-Change workshop in 2014. Since then we have been on a transformational journey to ensure that impact principles are embedded throughout Resurgo. This has affected every area of our work, and we have highlighted some of the most significant parts of the journey here.





Ensuring quality

Ensuring the consistency and quality of our programme delivery will always be one of our top impact priorities.

Continuous data-led improvement

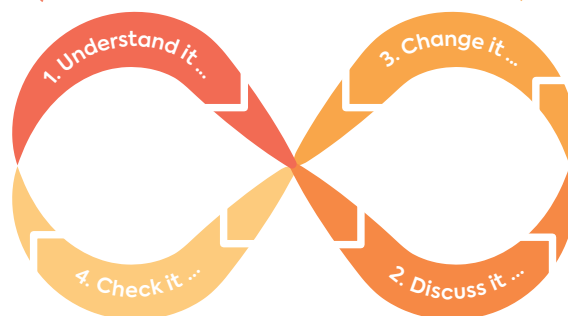
Our performance management approach is underpinned by data, using the following principals:

1. Understand it

Our highly developed dashboards are central to ensuring quality. We do whatever it takes to make sure our coaches, managers and senior leadership can see the data they need.

4. Check it

We continually assess our outcome data to observe the impact of our interventions.



3. Change it

We decide what we need to change in our delivery approach and train our teams accordingly.

2. Discuss it

We convene our teams for data-informed, performance orientated conversations that celebrate our success and drive improvement.

Training

Our highly skilled coaches receive extensive on-the-job training on top of a minimum of 14 days training per year, with new starters receiving an additional 7-12 days at induction. Coaches can also work towards International Coach Federation (ICF) accreditation – one of many opportunities for continued professional development.

Feedback Culture

Each Spear centre goes through a rigorous 'health-check' twice a year, as well as an in-depth internal evaluation when required, all led by an experienced Quality and Development Manager.

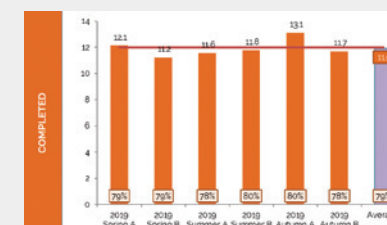
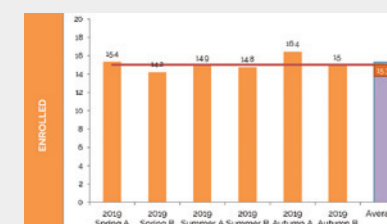
Line Management

Excellent line-management forms the bed-rock of our performance management. Our managers are all excellent coaches with a focus on outcomes, offering an exceptional level of support to our coaching teams.



"As someone who is naturally driven by people more than data, using the dashboards has helped me feel more confident and passionate about using data to shape our practices, which ultimately enables us to support our young people in the most effective ways."

Meg Reilly, Centre Manager,
Spear Leeds



Spear Programme

2m

“Almost 2 million young people live in poverty in Britain today”⁴

2x

“Young unemployed people are twice as likely to suffer mental ill health”⁵

5x

“Young men who are NEET* are five times more likely to have a criminal record”⁶

* not in employment, education or training

What is the Spear Programme?

The Spear Programme exists to inspire and support young people facing disadvantage, helping them move into sustained employment or education.

Since its inception in Hammersmith back in 2004, the award-winning programme has replicated and now runs in ten centres across the UK; eight across the London boroughs and two in Brighton and Leeds.

Our ambition is to continue to extend the reach of the programme to 25 centres across the UK by 2025 to support more young people to overcome disadvantage and thrive in sustained employment.



6000+

More than 6,000 young people have now enrolled on the Spear Programme



How does it work?



"Just knowing my coaches are there to support me and bring me back up when I get down, and being able to trust their experience and advice, is really amazing."

Umar, Spear Hammersmith
Working as a financial accountant

Who do we work with?

The Spear Programme exists to reach young people facing significant disadvantage. We believe that releasing their potential is one of the key ways we can transform society together.

To enrol on the Spear Programme, you need to be aged 16-24, currently NEET (not in education, employment or training) and facing at least one barrier to employment.

To ensure we are working with those who need us most, we assess every trainee against ten barriers to employment



"I used to be wild. I was involved with gangs and violence, doing whatever necessary to get money... but the Spear Programme took me from the streets and helped me turn my life around."

Harrison, Spear Hammersmith

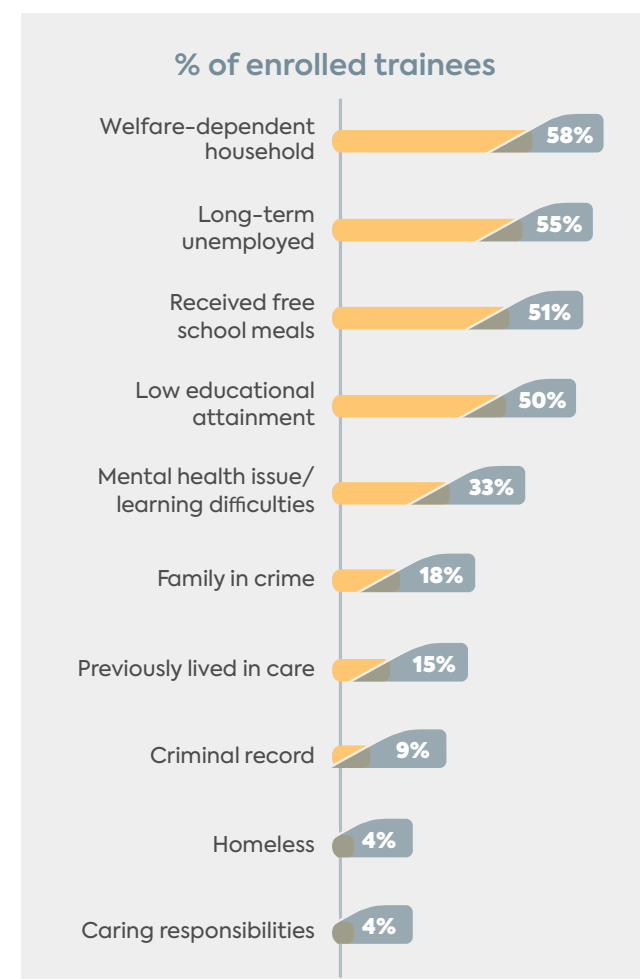
"My anxiety and mental health struggles were a real barrier to me. I assumed people didn't like me and I felt like I wasn't good enough... now I don't hold back and I'm determined to succeed."

Jamie-Leigh, Spear Clapham Junction

**Barriers to employment are recorded for every trainee at the point of enrolment with a further check later in the programme. 78% of our trainees experience at least two barriers, and 59% experience at least three.*

Barriers to employment

To enrol, every trainee needs to be experiencing at least one barrier to employment, and most experience at least three*.

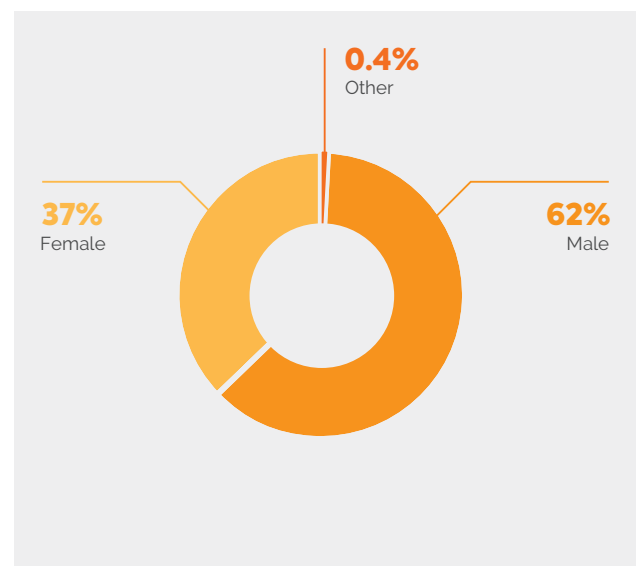




In 2019

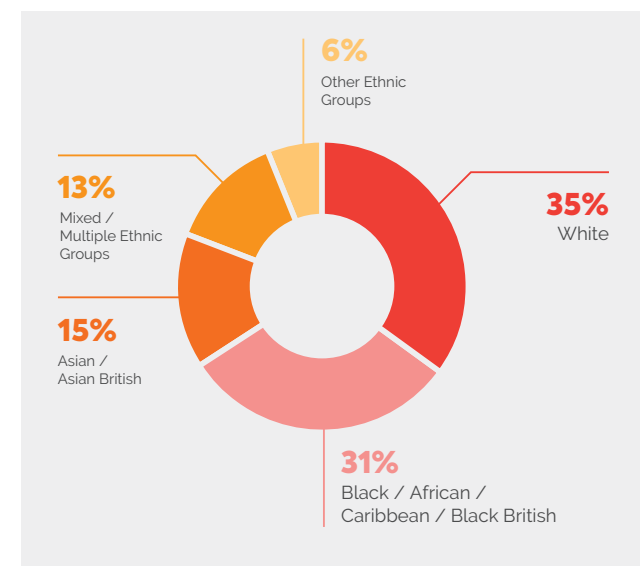
Gender

We consistently monitor the gender balance of our enrolled trainees which broadly reflects the 16-24 job seeking population.



Ethnicity

Spear trainees come from diverse backgrounds and broadly reflect each Spear centre's local area. The majority of our trainees are from Black, Asian and Minority Ethnic backgrounds (BAME).



In numbers

830

Young people enrolled on the Spear Programme

10

Across 10 different Spear Centres

220

Referred from over 220 different referral pathways

Getting young people work-ready

The Spear Foundation phase of our programme has one simple aim: getting young people ready for work or education.

Given that our young people are facing significant barriers to work or education, being work-ready means much more than having a decent CV and cover letter (although we do that too). True work-readiness involves a much more holistic approach.

We have developed a short-term outcome scale built around five key themes. These *Work-Ready Indicators (WRIs)* tell us exactly how each trainee is progressing at each stage of the programme and are fully integrated within our curriculum and coaching approach.

Resurgo's *Work-Ready Indicators*



1. Attitude

Expressing appropriate positivity, managing emotions and demonstrating a growth mindset.

83%



2. Confident Communication

Growing in self-belief, using your 'whole-self' to communicate and choosing to contribute with enthusiasm.

92%



3. Professional Behaviour

Understanding the hidden rules of the workplace, flexing behaviour accordingly and adopting a more formal approach.

85%



4. Self-Leadership

Developing strong organisational skills, planning effectively and pursuing development opportunities.

83%



5. Mindful of Others

Empathic and aware of the needs of others, committed to the team and pro-active regarding relationships.

87%

% of trainees demonstrating clear improvement during Spear Foundation

The predictive capacity of our WRIs means we no longer need to wait until it's too late to find out if our trainees have succeeded. We can accurately predict their long-term outcomes months in advance whilst we still have the opportunity to intervene.

Tracking progress

Every trainee is tracked against our *Work-Ready Indicators* throughout the week by one of our coaches. A simple display of recent data then allows trainees to review their progress with a coach which informs their goals for the next week

Predicting success

As well as being an excellent tool for tracking and improving young people's work readiness, the WRIs have also proved to be excellent predictors of a young person's future success.

Analysis has shown that if a trainee finishes Spear Foundation with an average score of 7 out of 10, they are significantly more likely to be in work/education 3 months later compared to trainees scoring an average of 5 out of 10.

| Final WRI Score achieved | Success rate (% EET ³ at 3 months) |
|--------------------------|---|
| 5 out of 10 | 39% |
| 7 out of 10 | 60% |



"I learnt how my attitude is the most important thing, without a positive attitude I'm not going to go anywhere."

Dylan, Spear Camden

"...there is strong evidence that the Spear Foundation programme benefits the young people in relation to their work-readiness."

Tavistock Institute, 2017

Our outcomes

Measuring our longer-term outcomes has become one of the central pillars of our impact methodology.

More than anything else, it is these longer-term measures that tell us whether or not we are truly succeeding in transforming the lives of young people.



90%⁷

We are still in touch with 90% of our completers 1 year after Spear Foundation.

Given that such a high proportion of our completers are accounted for at this point, we can be confident that our outcome percentage provides a true picture of our impact.

75%⁸

...of Spear completers get into work or education and are still there 12 months after completing Spear Foundation.

We also collect data on each trainees' employer/education provider, their wage, and their working hours to give us further insight into the quality of their outcome.

80%⁹

... of trainees achieving a positive outcome at 12 months, were also in employment or education at two of the previous outcome markers⁹.

This provides a strong indication that a 12-month outcome represents sustained success in the lives of our trainees.



"When I walked in and told my Spear coaches I had got the job, they were so excited for me. It was amazing to feel that people cared that I did well."

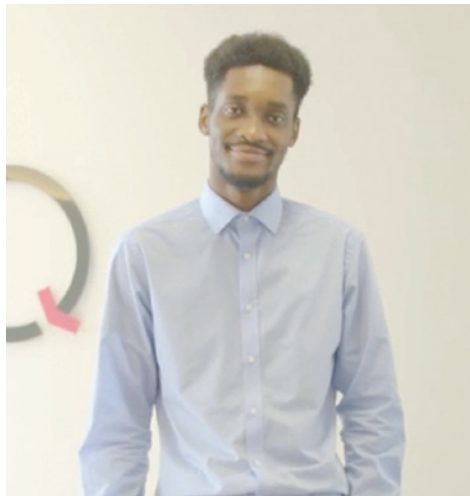
Ben, Spear Clapham Junction
Working for JP Morgan as a software engineer

"The Spear Programme genuinely changed everything for me. It's not just taught me skills for work; it's given me joy and hope for the future. Thanks to Spear, for the first time ever in my life I feel truly happy."

Will, Spear Leeds
Working for Emmaus in their shop and warehouse

Lasting impact

Transforming young people



Hamed's Story

"I grew up on the Broadwater Farm estate in Tottenham, North London. I messed around at school and got excluded a fair bit. I tried to take college more seriously than secondary school, but life at home was difficult, which made it hard to concentrate on my studies. I didn't get on with my step-mum – we argued a lot about me getting into trouble. I ended up getting kicked out of home."

"I was at the Job Centre in Clapham looking for office work when I first came across the Spear Programme. On the first day I had low expectations, but there were people queuing outside, and it ended up being better than I thought it was going to be. We had sessions learning about different professional skills, like how to communicate well with employers, and how to present confidently in front of a group."

"But the thing that had the most impact on me was my coaches. Sometimes as a young person it feels like you're not being listened to, like people are condescending or dismissive of what you're saying. It was refreshing to have coaches who actually cared, they were so engaging and bubbly. The programme really taught me to have a positive mindset, and that the harder you work for your goals the more likely you are to achieve them."

"My Spear coaches put me in touch with EQ Investors, a chartered financial planning firm, who offered me an interview. I got the job and have been with them now for three years."

My role is Operations Administrator, which means I support our bespoke investment management team by setting up and administering our client accounts. At first the role was a bit overwhelming; I didn't understand the jargon – but I've come a long way and now I'm the one using the jargon myself!

"I'm currently studying for the Investment Operations Certificate and have my exams coming up. I'm enjoying how this is furthering my understanding of the role, and am really looking forward to achieving the qualification."



"Sometimes as a young person it feels like you're not listened to... ..it was refreshing to have coaches who actually cared."

Transforming businesses

When one of our valued partners offers an employment opportunity to a Spear completer, it is not just the trainee who begins a transformational journey. The employer also benefits by having diverse, work-ready young people contribute their previously untapped talent.

We are so grateful to our partner organisations who have offered employment to our young people or contributed to Resurgo's work in other ways. Building these relationships will continue to be a top priority for us as we work together to tackle youth unemployment.



"Spear Programme completers have brought a huge amount to our business – 10% of our workforce are now from the Spear Programme. They're quick learners, they're keen and they inspire the rest of our staff by their enthusiasm. I'd really encourage any business to consider hiring Spear Programme completers."

John Spiers
CEO of EQ Investors



Beating the benchmark

As part of our drive for excellence we actively seek out opportunities for external evaluation of the Spear Programme. This compliments our self-evaluation process and helps us maintain a rigorous standard of delivery and impact measurement.

In 2018/19 we were delighted to be selected for a ground-breaking benchmarking project in partnership with Impetus. The project used a new government dataset – the Longitudinal Educational Outcomes (LEO) data – which is the first of its kind to enable the tracking of young peoples' outcomes through education and in to employment.

This has been highly significant for Resurgo. For the first time, we have been able to compare the outcomes achieved by Spear trainees with similar groups from the wider population, cut by educational attainment, age, location and eligibility for Free School Meals. This has given us the best insight to date regarding the effectiveness of our provision for NEET² young people.

Methodology

Resurgo data:

- 2,300 Spear trainees included in study (representing ~80% of trainees from this time period)
 - Spear trainees from across London, enrolled between 2014-2017, aged 18-24
 - Any unknown outcomes or drop-outs were counted as unemployed
- Benchmark data

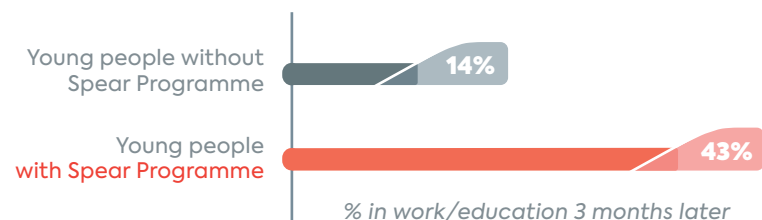
Benchmark data:

- 18-24 year old London individuals who took their GCSEs between 2007-2014
- Calculated the average % of formerly NEET² young people who became EET³ at 3, 6, 9 and 12 months respectively
- Calculated outcomes for sub groups based on age, prior educational attainment and eligibility for Free School Meals

Results

On average, Spear trainees were over *three times more likely* to be in work or education, three months after completing our programme.

We were delighted to learn that young people who had been through the Spear Programme were significantly more likely to be in work or education, compared to a similar group who had not been through our intervention.



“Spear trainees significantly out-performed the benchmark for every level of disadvantage, education and age.”

Impetus

Potential bias

Sources of potential bias were considered with some of the most notable highlighted below:

Could we be engaging an 'easier' to serve population?

- There are other factors, aside from qualification, Free School Meals status and geography that are likely to impact on EET³ rates in the wider population. These include disability, parenthood, experience of the criminal justice system etc. The study was not able to account for all these differences in the benchmarks.
- However, Spear trainees seem to over-represent categories that are shown in the research to be at highest risk of NEET² and are hence expected to have poor entry into EET³ outcomes (see page 12).

It is therefore unlikely that the Spear Programme's outperformance is driven by engaging an 'easier to serve' target population.

- This analysis cannot entirely account for selection bias, particularly when it comes to motivation. Notwithstanding our significant efforts to engage young people who would not otherwise put themselves forward for the Spear Programme, it is possible that Resurgo participants are attitudinally different to the benchmark population in some important but unobservable way which means they are more likely to achieve good outcomes.

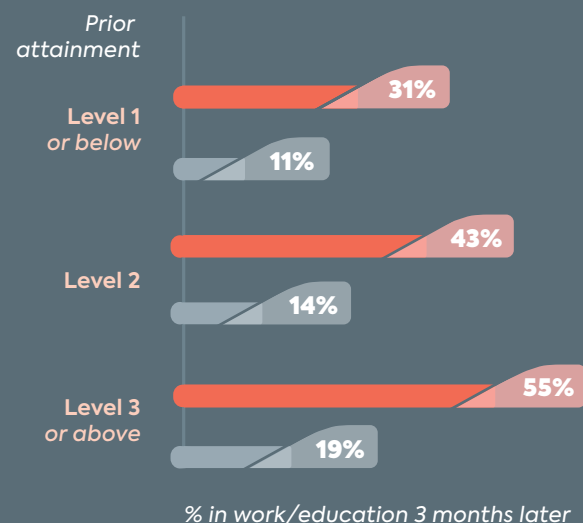
Could our performance be driven by underlying geographical differences?

- The benchmarks cover all of London whilst the Spear Programme only serves young people in around 15 London Local Authorities, with most of these being inner city areas.
- There is a possibility that the outcomes of young people in those local authorities are significantly better than the London average but it is highly unlikely that the differences are large enough to fully explain the difference in outcomes between the Spear Programme and the benchmarks.

Key learnings

The results have given us real confidence that the Spear Programme is achieving its mission, whilst also providing helpful insight into areas for development. In particular we were interested to note that although Spear completers consistently beat the benchmark for every level of educational attainment, the Spear Programme did not improve outcomes for those with lower attainment as much as we had hoped.

We are therefore considering ways that we can better support young people on our programme with particularly low educational attainment and will be introducing these changes throughout 2020.



Find out more in an Impetus report: 'Benchmarking Resurgo', part of their 'Youth Jobs Gap' series. www.impetus.org.uk/publications

■ Young people with Spear Programme
■ Young people without Spear Programme

Formative evaluation



From July to November 2017, the Tavistock Institute conducted a formative evaluation of the Spear Programme in order to understand 'which parts of Spear Foundation and Spear Career are making a difference to help young people move into employment or other learning'.

Their theory-based approach involved the following elements: a data audit to review and analyse the existing programme quantitative data, a focused literature review, the construction of a theory-of-change for evaluation purposes and qualitative interviews with 32 young people participating in the Spear Programme as well as 11 delivery staff across four Spear delivery centres.

Main findings

The study concluded that the Spear Programme plays a significant role in preparing disadvantaged young people for work/education, highlighting four particular contributions:

- **Developing mindsets** – most notably: young people's confidence, motivation and ambition
- **Improving knowledge** – including awareness of employment/education options and behavioural expectations
- **Improving skills** – particularly communication ability and job application skills
- **Increased well-being** – improving young people's 'whole self' and self efficacy

Alongside these observations, the quantitative analysis showed that:

- "Young people are significantly more work ready at the end of the programme, with particular improvement in a trainee's ability to communicate more confidently"
- "Total *Work-Ready-Indicators (WRIs)* end score at the end of the programme is a good predictor of movement into work at 3 months - for each additional point on the WRI scale, participants are 1.5 times more likely to be in work at 3 months"
- "Compared to other programmes a considerably larger proportion of participants were in employment or education 3 months after the end of the programme"

Key learnings

The evaluation recommended two primary ways in which the Spear Programme could be further enhanced:

1. Improving direct links with employers and education providers

In response to this, we have invested significant resources in developing our relationships with employers and education providers, both across the organisation and at a local centre level. These improvements include:

- Initiating regular 'Hire Me!' events that bring trainees, employers and live opportunities together in one place
- Creating an 'Employer Liaison' role working across our centres
- Training our Centre Managers to build a network of employer relationships in their local area

All of the above have already proved fruitful, with a significant number of trainees gaining employment or re-entering education as a direct result.

2. Improving our ability to help trainees identify the most appropriate next step

Our coaches are highly skilled in helping trainees select the most appropriate next step in to work or education. However we have recognised that we need to create clearer pathways back into education for trainees where this is the most appropriate next step. We have therefore begun to build these connections and will be training our coaches more intentionally in this area in 2020.

Resurgo Ventures



What is Resurgo Ventures?

Resurgo Ventures began with the aim of gathering a community of support and expertise around entrepreneurs who are creating scalable social impact.

“...creating substantive social change will need to be financed by businesses that drive social mission alongside their profit.”

In 2018 we launched our first accelerator focusing on emerging early stage entrepreneurs. To be successful in gaining a place on the programme we require that the business be designed for profit, with a clear social mission integrated within their model. We do this for a specific reason: according to the most recent CAF report, “the total amount given to charity in 2018 remains largely the same as 2017 at £10.1billion”. In contrast, the UK economy grew by £70 billion in 2018, reaching £2.1 trillion. With charity stagnant at just 0.5% of the economy, creating substantive social change will need to be financed by businesses that drive social mission alongside their profit.

Our work with these ventures ensures they are put through their paces by world-class experts as part of our unique learning approach. We cover topics such as: business strategy, personal development, financial modelling and communication, with a particular emphasis on embedding social impact.

We have supported enterprises that tackle social challenges including:



Homelessness



Anti-trafficking



Ex-offenders



Food poverty



Elderly care



Single parenthood



Mental health



Ethical supply chains

Our progress so far:

24

The number of social impact ventures that have now been through our pioneering Accelerator Programme

12

The number of social issues being addressed by the ventures so far

£1m+

...total capital raised so far by six of these ventures

1,000+

Number of hours of pro-bono expert support given to ventures



Resurgo Ventures: just a few of the ventures we have supported



New Ground Coffee

A speciality coffee roasting company, providing training and employment to ex-offenders



"We feel hugely privileged to have been part of Resurgo Ventures... it lifted our vision, and we now have so much more belief in the impact we can have as a business"



Luminary Bakery

A social enterprise bakery providing training, community & employment opportunities for some of the UK's most disadvantaged women.



'Resurgo Ventures transformed our way of doing things, increased our potential and made us ask ourselves difficult questions. It also allowed us time to process things and brought us together with like-minded people.'




Recognised

Recognised brings together amazing causes with beautiful jewellery to raise awareness, spark conversations and bring solidarity around some of the biggest issues we face today.



"Resurgo Ventures helped us understand our social impact model and how to communicate this more effectively with customers. The results have been significant and immediate!"

A woman with long blonde hair, wearing a white button-down shirt, is standing and writing on a whiteboard with a green marker. She is holding a black coffee cup in her left hand. In the foreground, the back of another person's head with long brown hair is visible, looking towards the whiteboard. The whiteboard has some handwritten notes in green ink, including "By 5/2022", "Have a plan on", and "about presentation". The background is a blurred office setting with a window showing greenery outside.

Resurgo Consulting

What is Resurgo Consulting?

Launched in 2018, Resurgo Consulting uses our coaching and impact expertise developed through the Spear Programme to help transform organisations.

Resurgo Consulting exists for both purpose and profit. We want to help organisations contribute to the transformation of society by developing a high-performance environment – built on robust feedback, healthy relationships and trust. The profits are then reinvested in Resurgo. In 2019, Resurgo Consulting coached over 270 professionals across 38 organisations, generating enough profit to fund 60 young people through the Spear Programme and 10 social entrepreneurs on the Ventures Accelerator.

Our programmes are delivered using our team of highly experienced coaches, using our unique coaching methods to help people thrive.

We have worked with organisations from a whole range of sectors such as: financial services (including global leaders from HSBC), communications, property management, venture capital, the NHS and national and global charities.



Across 2019 ...

We coached

270

professionals

38

organisations

Generating funding for

60

Spear trainees

10

Social Ventures

Resurgo Consulting: Some of the organisations we have worked with



“It is difficult to take a topic like ‘giving and receiving feedback’ and try to work on it as a whole firm. Resurgo were able to engage across the whole firm at different levels and to deliver really useful, structured interactions. It was really energising and impactful for our business. Would certainly recommend them to others.”

Wol Kolade
Managing Partner, Livingbridge

“Resurgo Consulting has been a trusted partner, a sounding board, go-to people we trust, who we can be honest with and thrash it out with– so valuable to us in delivering key skills for our managers, giving us clarity on impact, raising our confidence levels and energy in general.”

Jono Gill
Chief of Staff, MAPP



‘I loved the facilitation coaching – more, more, more! I left feeling informed, excited and brave.’

Annie Gale
COOK, RAW Talent Manager



“The amount of thought and tailoring that went into the programme to specifically match what we needed as a company was quite impressive, it was very focused on the things that we wanted to get out of it.”

Edmond Thompson Jones
Director, Kea Consultants

Next steps

We are looking forward to building on our success as we continue to tackle some of the greatest social challenges facing our society. Here are some of the next steps that will help us increase our impact in the years to come.

Spear Programme Growth

Having developed the quality of the Spear Programme significantly over recent years, we are looking forward to continuing to open new Spear Centres in partnership with churches across the UK. We hope to have 25 centres in operation by 2025.

Improving outcomes for those facing the biggest barriers

Young people from the most disadvantaged backgrounds face the biggest barriers in their struggle to enter work/education. Whilst the Spear Programme already makes a significant impact in their lives, we could do more for the most disadvantaged. In 2020 we want to improve our differentiated support for these young people to give them the best chance possible.

Deeper Partnerships

Across 2020 we will look to deepen our impact resourcing work with partner organisations. We are committed to sharing the learnings from our own impact journey to help other organisations rise up and play their part in the transformation of society

Footnotes

1 LEO: Longitudinal Education Outcomes database

2 NEET: Young people not in Employment, Education or Training

3 EET: Young people who are in Employment, Education or Training

4 Social Metrics Commission, "Measuring Poverty 2019"

5 UCL "Next Steps initial findings – Economic activity and health, 2017"

6 Institute of Health Equity, "Reducing the number of NEET young people"

7. Our coaches maintain meaningful relationships with our trainees for a full year following Spear Foundation, with particular reporting responsibilities every 3 months.

8. Our 'employed at 12 months' outcome is always underpinned with a full year's worth of data, in this case representing 49 cohorts across 2018.

9. Each trainee's outcomes are measured at 3, 6, 9 and 12 months after Spear Foundation, giving us a holistic picture of their activity post-Spear Programme.

With special thanks

Our Trust and Foundation Partners

Proud to partner with



Our Corporate Partners



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