

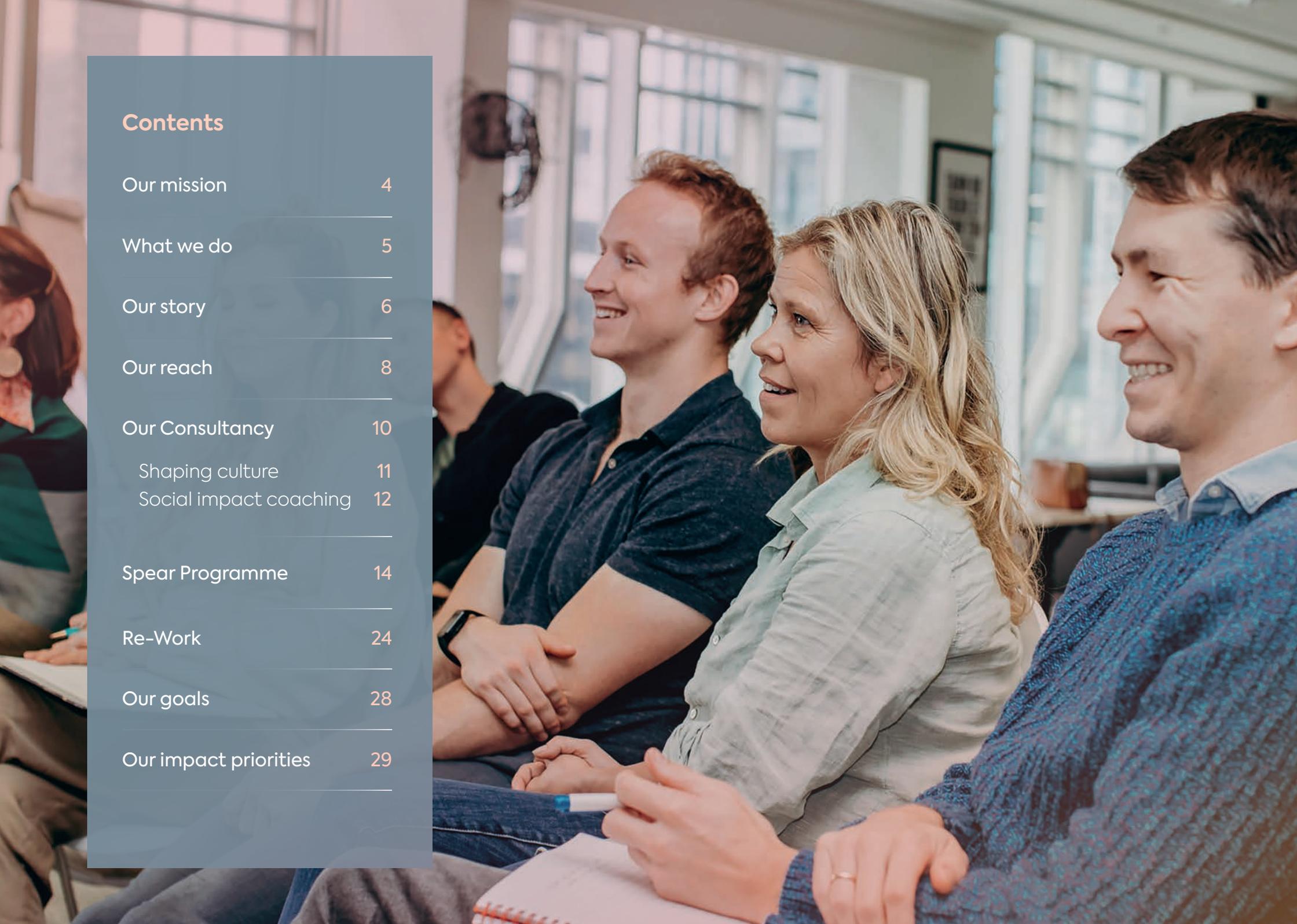


**Our 2022 impact report**

**resurgo**

## Contents

Our mission	4
What we do	5
Our story	6
Our reach	8
Our Consultancy	10
Shaping culture	11
Social impact coaching	12
Spear Programme	14
Re-Work	24
Our goals	28
Our impact priorities	29



## If you know anything about Resurgo, I hope it's that we take impact seriously.

It's a priority for us to know that our efforts to transform society really are making a difference – that both our charitable programmes and our work with commercial clients are as impactful as they can be.

I am grateful to our whole team for their continued commitment to pursuing the highest standards of impact. A highlight of 2022 was the Spear Programme being independently evaluated by the Department for Work and Pensions' Data Lab. The results speak for themselves – they found that the Spear Programme has a measurable and statistically significant impact on young people's chance of being Not in Employment, Education or Training (NEET), reducing it by 20%.

This builds on the Tavistock Institute's 2017 study, and Impetus' 'Benchmarking Resurgo' project, all confirming what we know – that the Spear Programme is extremely effective at changing the life chances of young people facing barriers to employment. Our work has never been more needed. Youth unemployment is rising, especially among those who are furthest from the workplace.

I'm more confident than ever that our approach to impact management is worth sharing. To this end, we are offering impact consulting services to other organisations: charities, businesses and churches – helping them clarify and deliver on *their* unique social mission, while creating revenue for *our* charitable work at the same time.

Impact management underpins and instructs everything we do. This year that included opening the Spear Programme in both Bristol and Preston, launching a new streamlined iteration of Spear in line with our ambitions for national expansion, and offering Re-Work to unemployed adults across the UK.

I am so delighted to be celebrating Resurgo's 20th anniversary this year. Thank you for your continued support that has made all this possible. Your help really does change lives, and we look forward to your partnership over the next 20 years.



**Jo Rice**  
Chief Executive &  
Co-Founder

## I wonder what you're looking for when you dig into an impact report? Facts and figures? Compelling stories? Statistical evaluations?

You'll get a taste of all the above in our 2022 report, but through it all you'll hear one clear theme: *hope*. We are all too aware of the multiple challenges that face our society – especially for the most vulnerable – but we also see many reasons to hold on to hope. Not empty wishful thinking, but real hope built on real impact.

*Hope* that individuals coming together to rebuild society are greater than the sum of their parts. *Hope* that young people are overcoming multiple barriers that stand in their path. *Hope* that a growing number of organisations are impacting society for the better.

And of course, *hope* that being intentional about our impact is one of the best gifts we can give to the most vulnerable in our society.

As we continue to pursue a rigorous impact approach into 2023, we'll be looking for signs of hope wherever we are and invite you to do the same. And as ever, thank you for your ongoing partnership in our work – we couldn't do it without you.



**Pete Bacon**  
Impact Director

## Our mission

*We're on a mission to help transform society.*

**We inspire and equip organisations to create ambitious and sustainable social change through our expertise in coaching, impact management and programme design.**

For all the advancement of the past two decades - the innovation, progress, and improvement, there remains a sense that today's society is not quite the one we want to see, with many of today's social challenges exacerbated by the fraying of our social fabric.

We believe society can be better, and connections across communities can be restored. We think churches, charities and businesses are well placed to tackle this: to restore the threads that bind our society together; to counter individualism and to contribute to meaningful social transformation. But to do this effectively, these organisations need support. That's where we come in - working with a diverse range of organisations, primarily businesses and churches, to help them play their unique part.



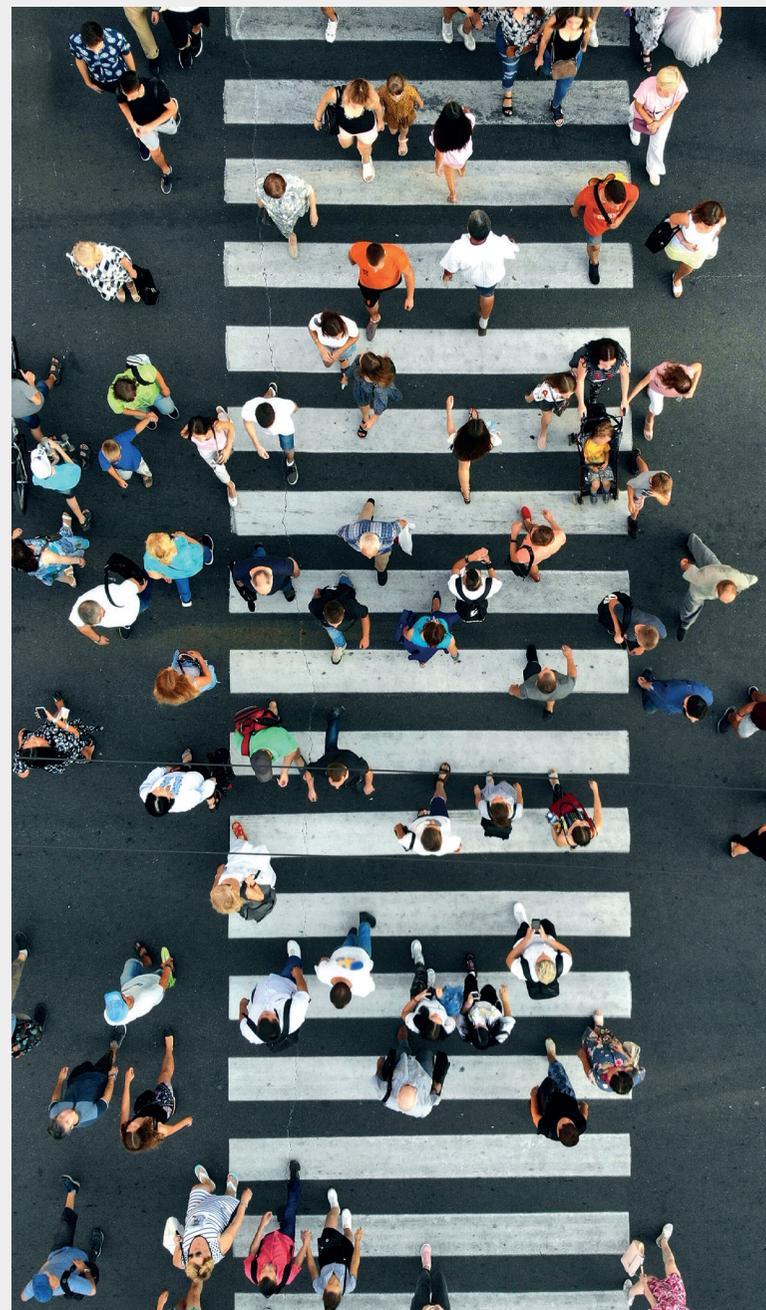
### Why businesses?

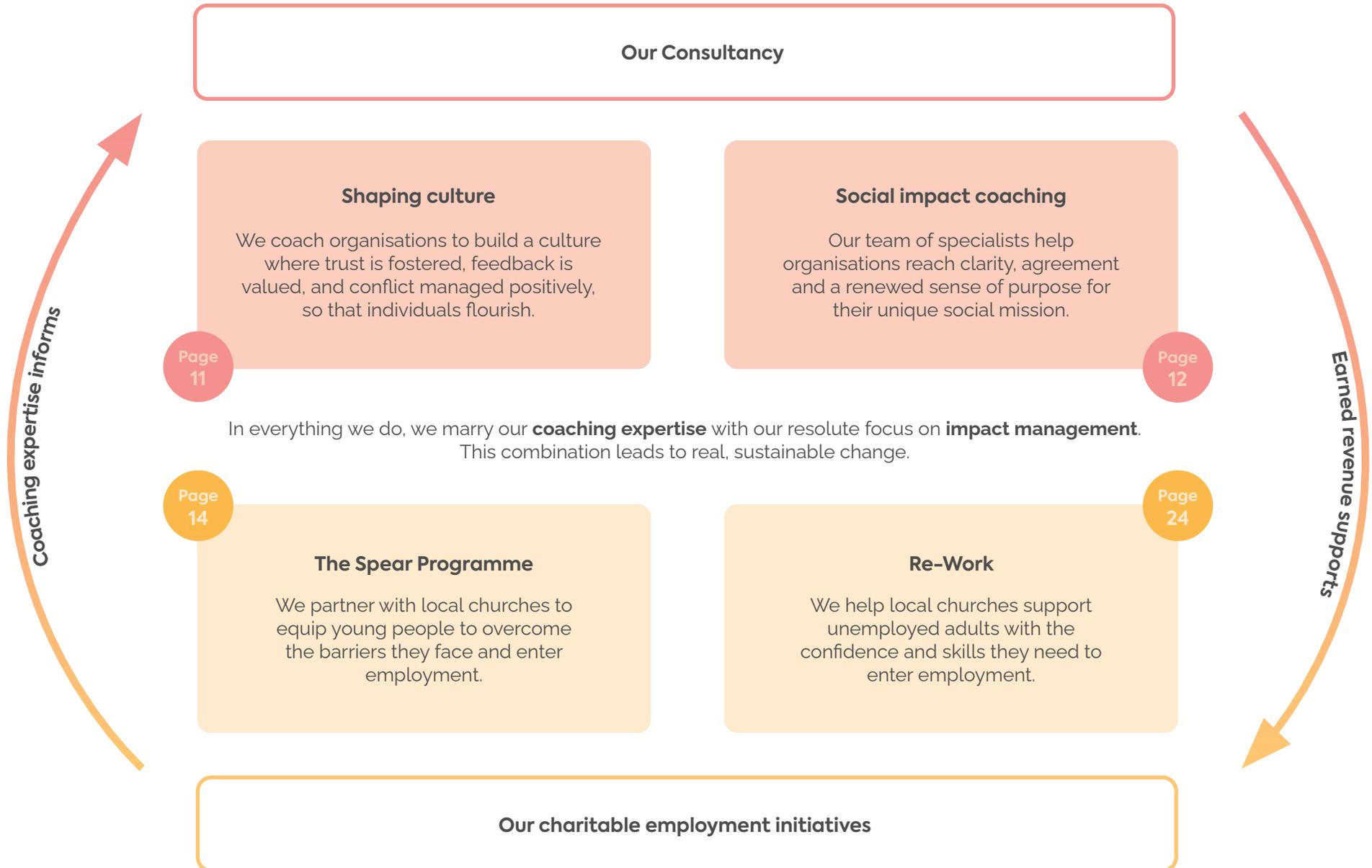
We will only see the transformation of society if the corporate world plays its part as a force for good - valuing people and planet alongside profit. We support businesses to deepen their social impact and fulfil their potential.



### Why churches?

Building on the history of the church's longstanding role in alleviating poverty and building a better society, we think churches are uniquely placed and equipped to bring about lasting change in individuals and wider society. We help churches develop a more strategic approach to social action that brings about real impact for their communities.



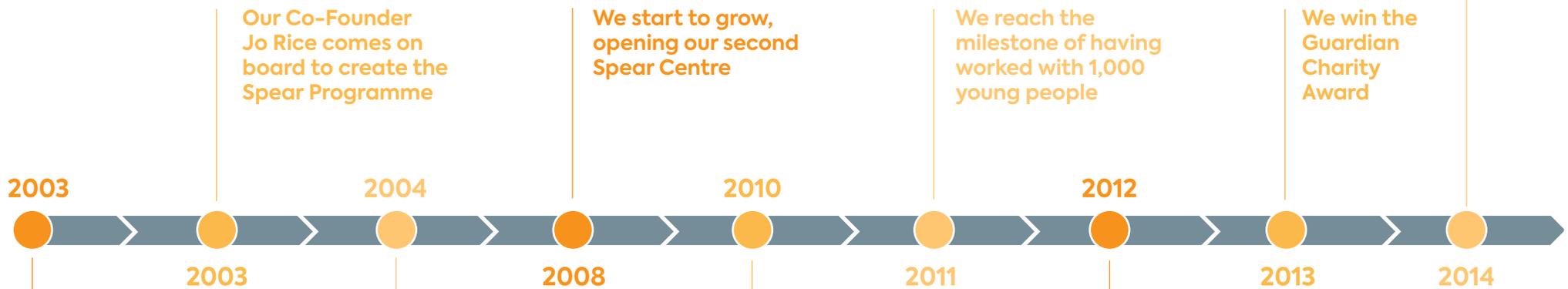


# Our story

Our story stems from the vision of our Founder, Tom Jackson, who wondered - what would it look like to equip a movement of citizens seeking to strengthen society in the UK?

## Theory of Change

We complete a rigorous Theory-of-Change workshop with David Hunter Consulting. We fully evaluate the effectiveness of the Spear Programme, re-clarify our core mission and renew our focus on long-term outcomes



We are constituted as a charity

2003

Our Co-Founder Jo Rice comes on board to create the Spear Programme

2004

We welcome the first trainees to Spear

2008

We start to grow, opening our second Spear Centre

2010

## Impetus portfolio

We join Impetus' portfolio, receiving an initial grant of £50,000, together with pro bono support

2011

We reach the milestone of having worked with 1,000 young people

2012

## Ambassador Hart

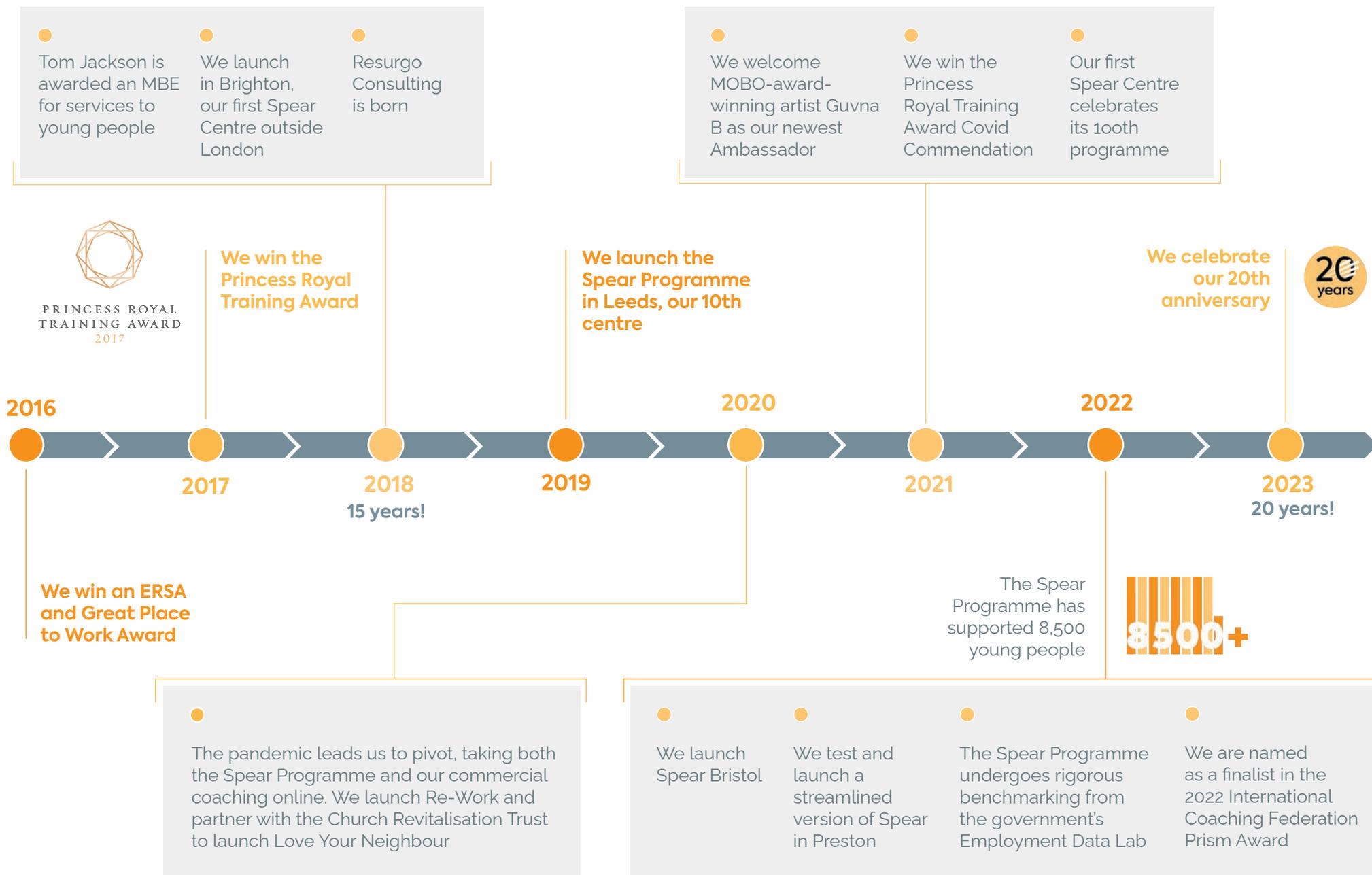
Multi-award-winning comedian, actor and writer, Miranda Hart, comes on board as our Ambassador. She says "I'm honoured to be Resurgo's Ambassador - the work is a huge inspiration to me and I hope you'll join me by getting involved."

2013

We win the Guardian Charity Award

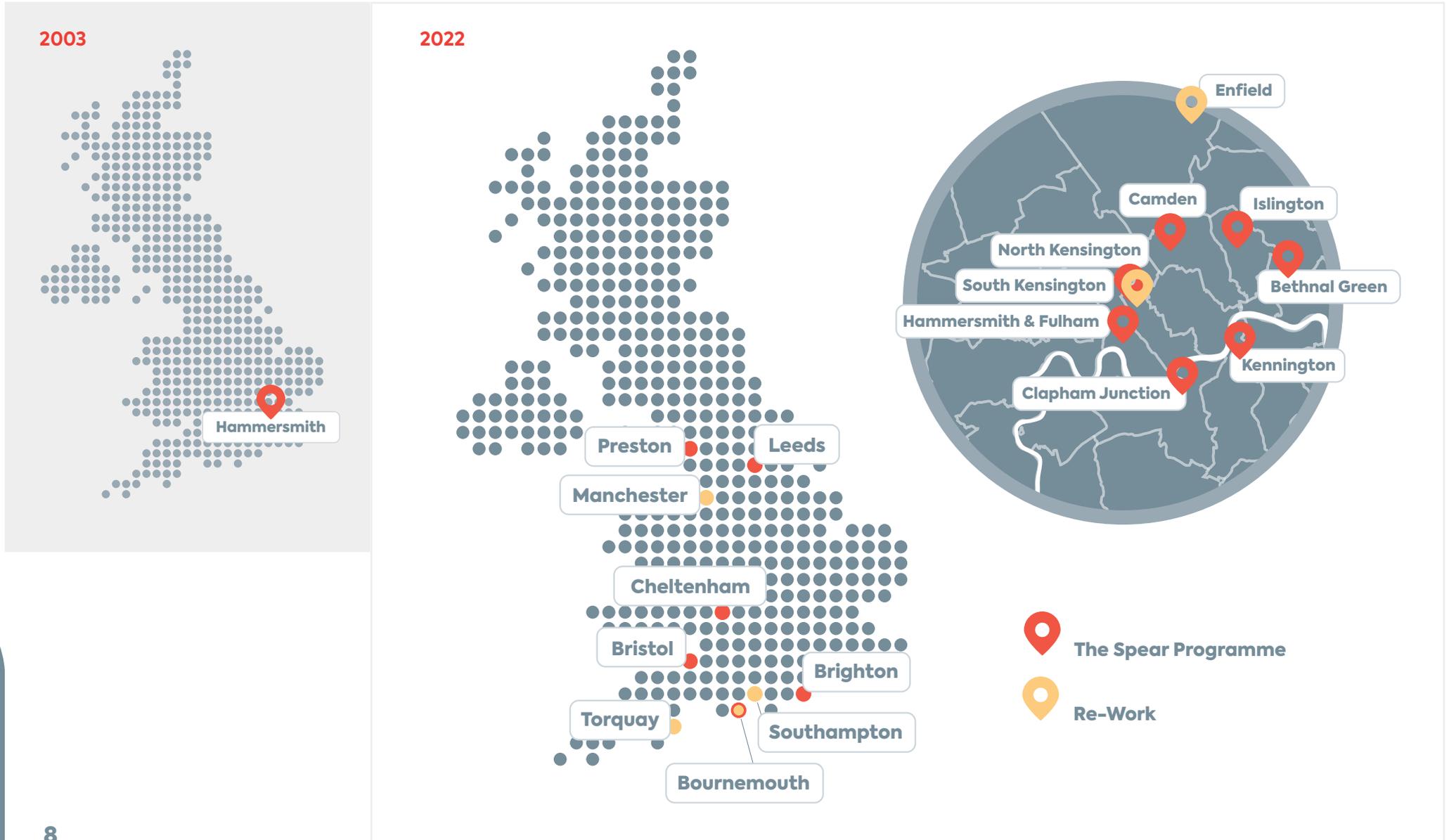
2014





# Our reach

In 2022, we worked with 13 local partners to deliver the Spear Programme, equipped 6 local churches to deliver Re-Work, and delivered our consultancy services to 52 clients across the country.





# ***Our Consultancy***

## Our Consultancy

*We believe organisations can be a force for social good. So, we support businesses, charities and churches to fulfil their potential.*

Using our world-class coaching, honed over nearly two decades delivering the Spear Programme, we now coach a broad range of commercial clients to achieve meaningful social impact, whether by shaping their internal culture, or reaching a renewed sense of purpose for their unique social mission.

In 2022

**52**

clients

**463**

individuals

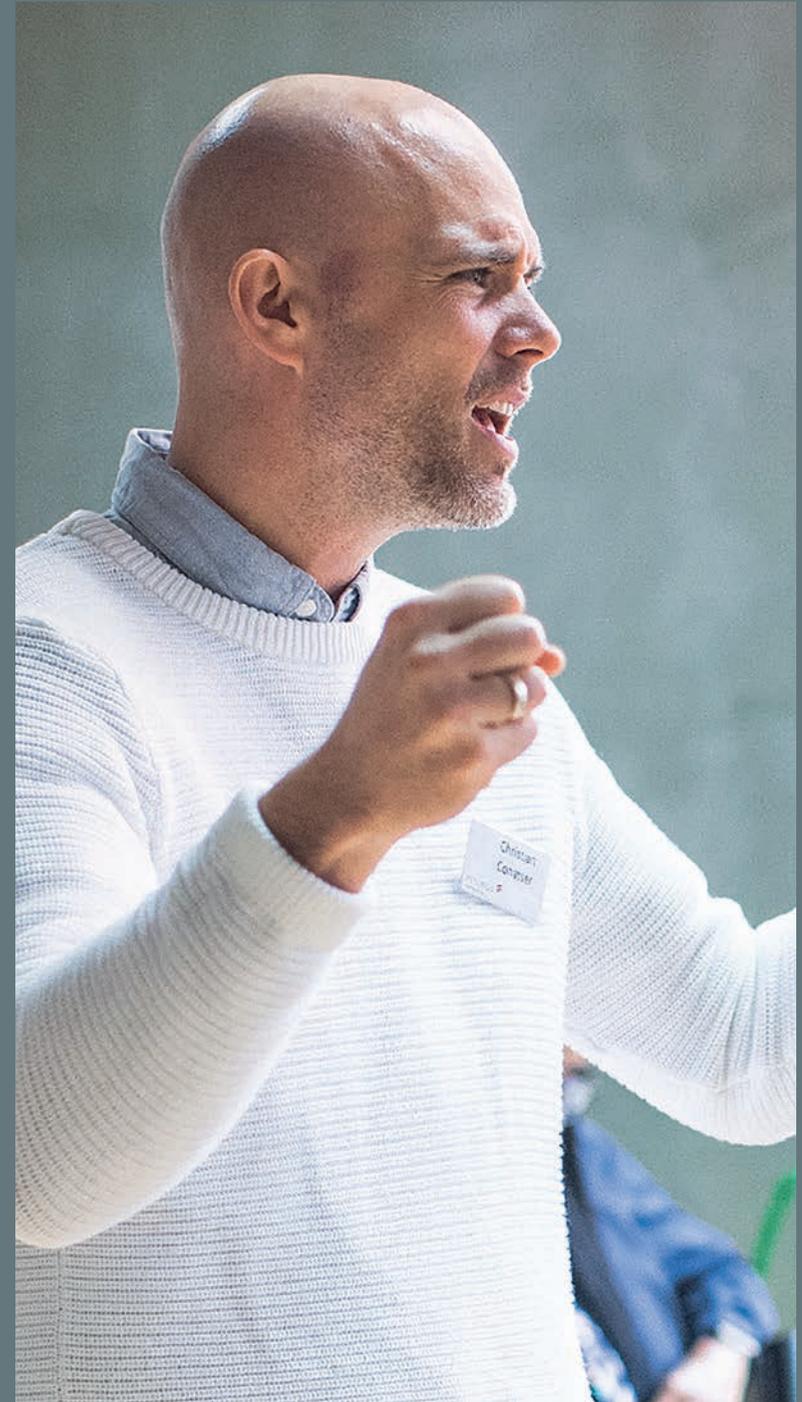
**2500+**

hours of coaching  
preparation and delivery



of delegates rated  
our coaching at  
8/10 or above

(Of 428 delegates  
surveyed)



# Shaping culture

Developing a healthy workplace culture has the potential to generate significant impact, for individuals, and their organisations. Our highly skilled coaches help teams build trust, navigate conflict and communicate more effectively.

## What do we do?

Our coaches deliver a mixture of group facilitation and 1-1 coaching to all of our delegates. This includes bespoke programmes tailored to the specific needs of our clients, as well as our flagship 'Coaching for Leadership' programme.

## Why do we do it?

Because workplace culture is important. Research from the Harvard Business Review<sup>1</sup> states that workers at companies where trust is high report the following when compared to their peers and low-trust businesses.

**106%**

greater energy in the office

**74%**

lower stress levels

**76%**

greater engagement

**50%**

more productivity

## Generating impact

As well as our delegates having a positive experience of our coaching sessions, we need to know that our coaching sessions bring about lasting behavioural change. To drive towards this, we focus on four workplace behaviours<sup>2</sup> that help build trust - surveying delegates to understand how much change we generate in these areas over time.

Four workplace behaviours that build trust			
			
Proactively adjusting communication style	Providing genuine, positive feedback	Providing helpful, constructive feedback	Initiating challenging conversations

## What's next?

Measuring the impact of coaching interventions is challenging, and we are constantly trying to gain greater insight into the lasting impact of our programmes. This year we are keen to develop our measurement approach in two ways:

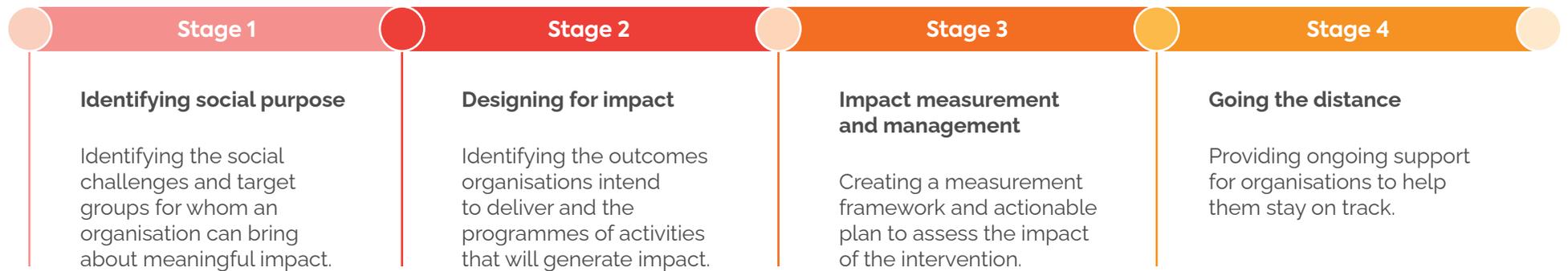
- Improving the survey response rate after our programmes
- Investigating response-shift bias<sup>3</sup> and ways to tackle this.

# Social impact coaching

*We're using our impact management and coaching expertise to help organisations deepen their impact.*

We work with a wide range of organisations to help them enhance their impact with the individuals and communities they serve. We draw on Theory-of-Change methodology and a coaching approach to help teams navigate the sometimes overwhelming world of social impact, to reach clarity, agreement and a renewed sense of purpose for their unique social mission.

## Our four stage process



## Testimonials



In 2022 we continued partnering with HSBC Life UK. We delivered leadership programmes for more than 40 of their key leaders, including their ExCo team, to establish a high trust culture by embedding coaching, healthy feedback, and clear communication in their teams.



In 2022 we partnered with Love Your Neighbour to help deliver an accelerator programme to more than 15 churches across the country, supporting them to deliver even more impactful social transformation initiatives in their communities.



In our work with Cheltenham Festivals, we helped them sharpen their focus on supporting lower-income families in Cheltenham, identify the challenges these families are facing and commit to socially significant outcomes that can help them move towards.



*“Resurgo has helped our team understand one another better and provided us with the tools to communicate more effectively. This has helped foster trust, togetherness and engagement... We now have stronger working relationships which are driving our business forward towards growth and enhanced productivity.”* – Mark Hussein, Chief Executive Officer, HSBC Life UK Ltd



*“Resurgo’s input allowed us to have a big, necessary conversation about what the place of social action ministry is in the life of the wider church. [This] was very valuable because it gave us permission to have these conversations.”*

– Chris Bradish, Vicar, St Mary's Andover  
Following their own coaching programme



*“Your facilitation was superb: your reading of the room; level of challenge; and understanding of nuance... A cross-section of the organisation are now committed to a specific social purpose.”*

– Ali Mawle, Co-CEO, Cheltenham Festivals

# ***Spear Programme***



## Youth unemployment – the need

Young people are facing an incredibly challenging landscape. Three years since the start of the pandemic, the scarring effects are only now emerging. Partnered with the cost of living crisis, this has led to NEET\* rates rising above pre-pandemic levels.

# 227k

young people across the UK do not ever intend to get a job

City and Guilds: Youth Misspent Report



A quarter of NEET\* young people think their life will amount to nothing, no matter how hard they try

The Prince's Trust Youth Index 2022



51% of young people aged 19+ report anxiety as their biggest barrier to accessing work now or in the future

Youth Voice Census Report 2022

These statistics paint a picture of a generation lacking hope, confidence, motivation and purpose – and its one we see reflected in our own trainees at the start of their journey with us.

*[Before Spear], life wasn't really the best. I wasn't really doing anything, just lonely. No motivation. I felt worthless. I wanted to give up.*

Georgia, Spear Bournemouth

*Before Spear I didn't have any motivation to do anything. I dropped out of college and was waking up late, wasting my days away. I didn't have any motivation to find employment.*

Landon, Spear Hammersmith & Fulham



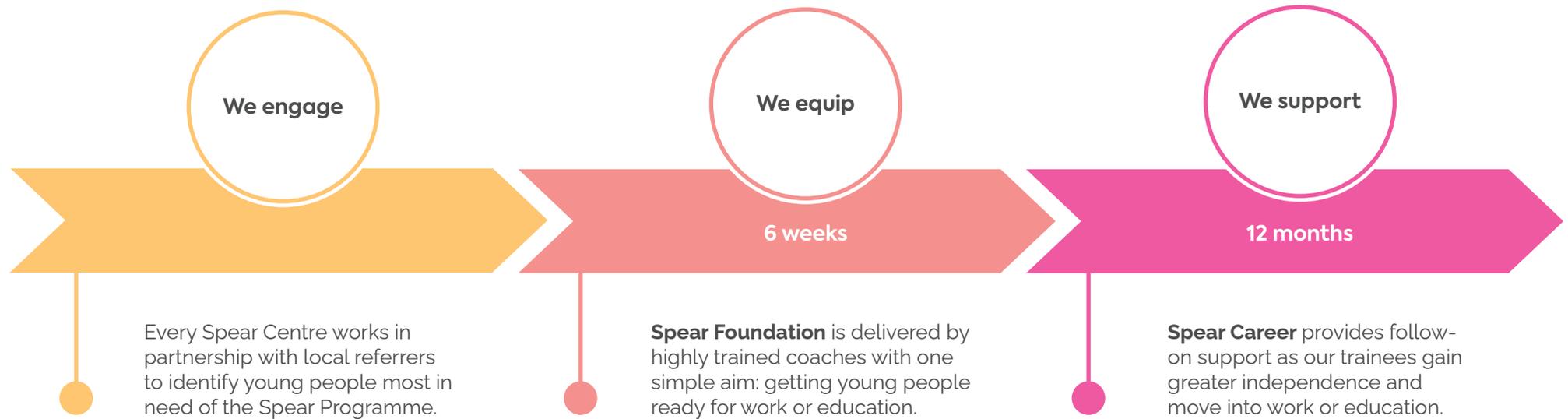
\* **NEET** stands for Not in Education, Employment or Training. This includes trainees who are unemployed (meaning they are actively looking for work) and economically inactive (not actively looking for work). Reasons someone may be economically inactive include if they are long-term sick, caring for family members or discouraged workers."

**Sam Mead, Head of Impact**

## What is the Spear Programme?

*We believe young people have huge potential. The Spear Programme supports 16-24-year-olds facing barriers getting into work with the confidence, motivation and vital skills they need to find their place in society and succeed in long-term employment.*

The programme is delivered in partnership with local churches, and by expert coaches, who provide both **practical training**, such as writing an impactful CV and interview practice, as well as coaching to overcome challenging **attitudes and behaviours**.



In 2022

**895**

young people supported on the Spear Programme

**13**

different locations where the Spear Programme ran

**157**

organisations referred young people to us

In 2022

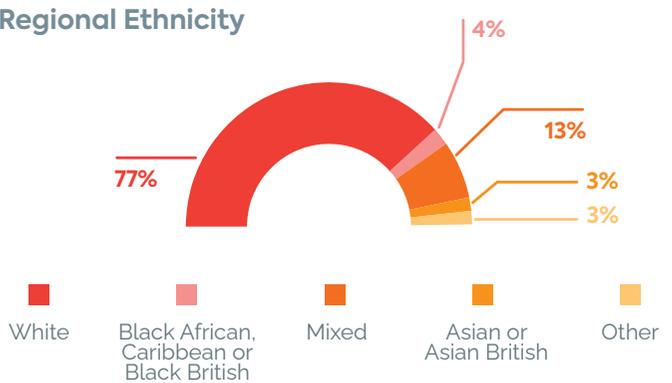
Sex



London Ethnicity



Regional Ethnicity

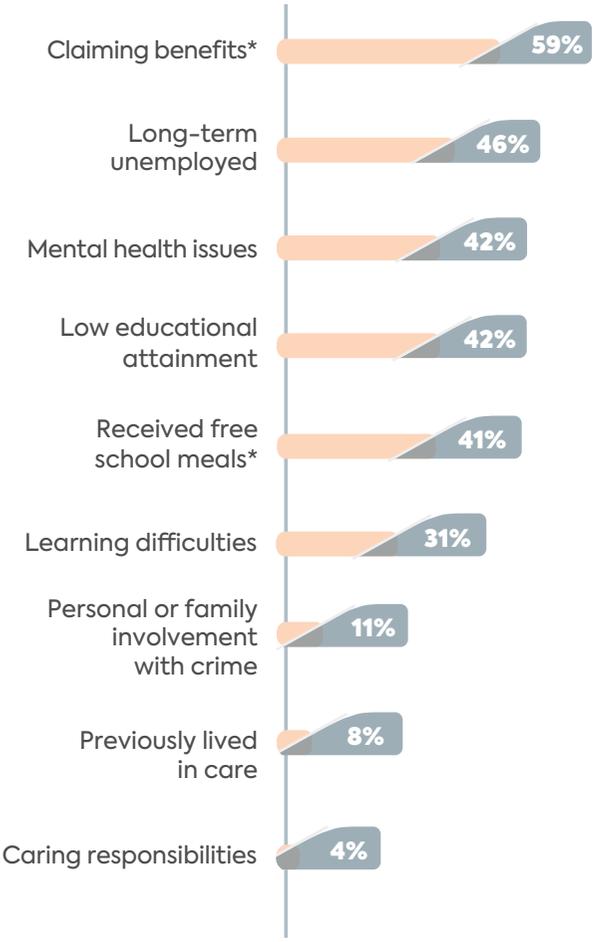


These figures are comparable to the ethnicity breakdown of the general population in London and the regions based on census data.

# Who do we work with?

To enrol on the Spear Programme you need to be aged 16-24, currently NEET, and facing at least one barrier to employment.

% of enrolled trainees facing each barrier



\*While these are not strictly 'barriers', they indicate additional challenges young people may face.



**42%**

of enrolled trainees in 2022 reported struggling with the barrier of mental health



"We track our target population for two main reasons. First, we want to ensure that the programme is working with those who really need it: those facing barriers to work and in need of additional support. Secondly, it allows our coaches to tailor the support they offer and the future career pathways for the trainees."

**Sam Mead, Head of Impact**

# Our outcomes

*Sustaining work or education has a transformative impact on the future prospects for young people. For this reason, rigorous outcomes tracking is a central part of our impact methodology.*



## % of Spear Programme completers in education or employment



### % of trainees with whom we are in touch:

We are in touch with almost every completer throughout the year after Spear Foundation, giving us huge confidence in our outcomes, and extraordinary insight into the effectiveness of the programme.



**Our current outcomes:** Even in these turbulent economic times Spear continues to be exceptionally effective at supporting young people into education or employment.



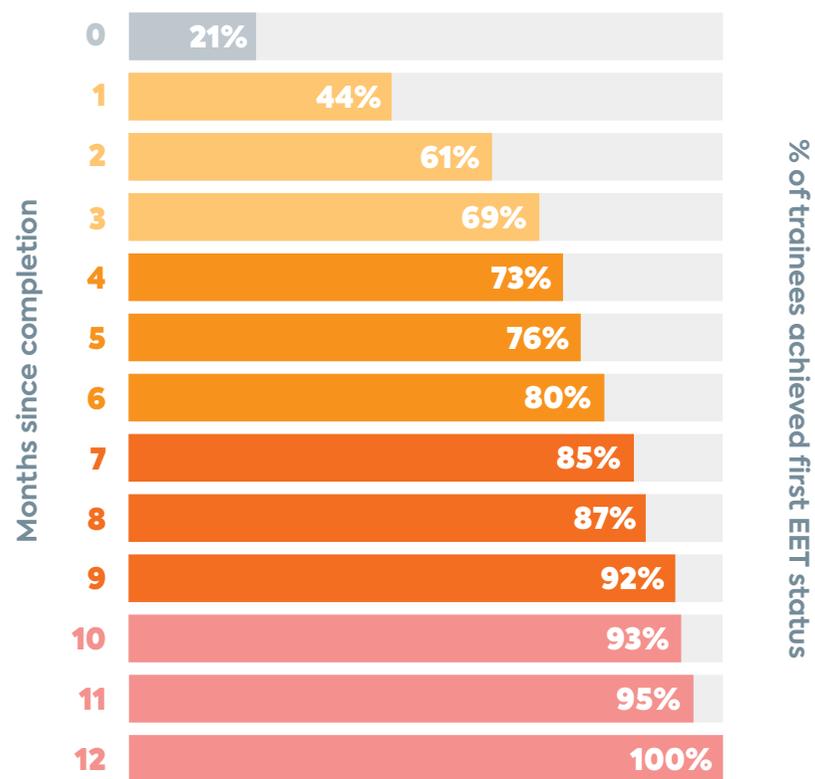
*Trainees pre-pandemic (2019):  
Included for wider context.*



**75%**  
of young people who complete Spear Foundation are still in work or education one year later

Whether it's the practical outcome of having an income, routine, or community of peers, or the less tangible shift in a young person's sense of worth, value or confidence – we know that being employed offers a wealth of benefits.

**When trainees first enter work or education** Of those who were EET (in Employment, Education or Training) at 12 months:



The majority of trainees who were EET 12 months after Spear Foundation first entered education or employment within 2 months (61%, increasing to 80% within 6 months). This highlights our commitment to supporting trainees to enter and sustain employment, ultimately bringing about longer-lasting impact.



#### Why we do it

The longer a young person stays out of work, the harder it can be for them to enter the labour market. Plus, the more likely they are to experience long-term wage scarring, and poorer mental and physical health. So, we support our young people to get into a job or start education as quickly as possible after they complete the programme.

*“The skills I got from Spear allowed me to get a job as a bartender in my local pub, and be happy there. [...] This job will allow me to have more money to help my family, to move out, and pursue my next steps.”*

Jordan, Spear Islington

## Hire Me

*As well as equipping trainees to become more work-ready, we also support them to find the next opportunity on their career journey. Over the last five years one of the strategic objectives of the Spear Programme has been to deepen our relationships with employers and education providers. This led us to create Hire Me.*

Hire Me is an event run six times a year, giving young people who complete the Spear Programme the opportunity to meet with employers offering live vacancies. Run as a group interview, it offers trainees the opportunity to demonstrate the work-ready skills they have developed during the programme, while employers are able to fill vacancies with diverse, motivated young people.



*“The Hire Me event was a wonderful experience. It allowed me to boost my confidence in listening and speaking... and to put my interview skills into practice. I’m now working at Harvey Nichols as a stock assistant and I LOVE my job. The team is welcoming, friendly and kind.”*

Baseera, Spear Kennington



*“I had an interview at Hire Me. I was nervous at first, but after getting to know the employer my nerves just disappeared... I passed to the second round of interviews. My whole family just screamed after telling them. It gave me that hope that I can be in a job.”*

Shakira, Spear Islington

In 2022:

# 16

employers  
represented at  
Hire Me in 2022

# 238

Spear Programme  
trainees offered  
interviews from  
Hire Me

Employers represented include:

HARVEY NICHOLS



# Adapting the Spear Programme

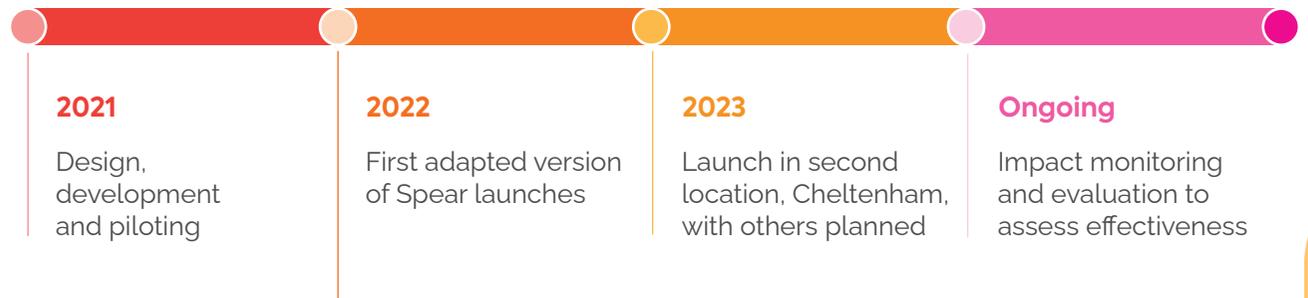
*We know that the Spear Programme is highly effective and we want more young people to experience it.*

Therefore we are currently exploring an even more cost-effective model that would allow us to serve churches more effectively who are based in deprived areas with lack of access to funds.

This model is slightly lower intensity than the existing Spear Programme. We therefore anticipate that the impact per person is likely to be slightly lower. However, it would ultimately allow us to reach a greater number of young people, therefore increasing the overall impact of the programme.

What changes have we made?	Spear Foundation	Spear Career	Team size	Volunteer involvement
<b>Classic Spear Programme</b>	 6 weeks	 12 months		 Mock interviews
<b>Streamlined Spear Programme</b>	 4 weeks	 6 months		 Mock interviews + 1:1 coaching

## How we got there:



*“My highlight of 2022 was meeting the different trainees... and seeing such incredible transformation in each of them... I have learnt and seen that no barrier is too large to overcome. My hope for Spear Preston is to see even more young people unlock their potential, hopes and dreams for the future.”*

Laura Fraser, Spear Centre Manager, Preston Minster

**32** The first location to deliver our streamlined version of the programme was Preston Minster in April 2022. Over the course of the year their new team and volunteers worked with 32 young people.

*"I was drinking a lot...*

*I ended up hiding in my room for about half a year. I had many suicide attempts. I didn't want to try any more...*

*I don't think I'd be where I am today without Spear. I don't think I'd be here without Spear."*



Scan here to watch Ethan tell his own extraordinary story



## External evaluation

Alongside our rigorous internal evaluation of our programmes, we actively seek out opportunities for external evaluation. This helps continually raise the bar for programme delivery and impact management and gives us extra insight into the effectiveness of our work.

### 2017 Tavistock Institute

This formative evaluation of the Spear Programme concluded that young people were “significantly more work-ready at the end of the programme”.

See [Our Impact Approach](#) on our website for more.

### 2019 Longitudinal Educational Outcomes (LEO) study

This ground-breaking benchmarking study concluded that Spear trainees were over three times more likely to be in work or education, 3 months after the programme compared to a control group. See [Benchmarking Resurgo](#) on our website for more.

### 2022 Department for Work and Pensions' Employment Data Lab

We were approached to be the first organisation in the UK to have our programme evaluated by the Department for Work & Pensions' (DWP) Employment Data Lab, thanks to our high-quality data.

#### How does it work?

In short, by comparing the outcomes of a group of young people supported by the Spear Programme with a closely-matched comparison group who were not.

Using key identifying information, alongside data from the DWP, the Department for Education and HMRC, the Data Lab team were able to track the NEET outcomes of 954 trainees who took part in\* the Spear Programme, two years later. Using a technique called propensity score matching, the Data Lab team created a comparison group made up of real-life individuals on the DWP database. They then compared the outcomes of the two groups. **The results concluded:**

# 20%

Taking part in the Spear Programme reduces the likelihood of being NEET by 20% after a year.

# 100k+

If all NEET young people received support as effective as Spear, we could reduce their number by 130,000, filling more than 10% of the vacancies in the economy.



*"This is a big deal for us! It proves that there is a significant difference in the long-term prospects of someone who does the Spear Programme compared to someone who doesn't, and that this isn't happening by chance. This verification of Spear's effectiveness gives us even more confidence as we look to expand across the country."*

**Sam Mead, Head of Impact**

*\*The study includes those who dropped off or were asked to leave, meaning the results are a true reflection, not positively skewed.*

# *Re-Work*

*Re-Work is a programme delivered by local church partners to equip unemployed adults with the skills, mindsets and confidence they need to re-enter the workplace.*

## How does it work?

Trained coaches and volunteers from local church congregations lead participants through a series of six group sessions, delivered either online or in-person. These cover topics including confidence, communication skills, professional network, online presence, interview practice, and CV refinement.

## Who is it for?

Re-Work is designed for adults facing barriers to employment who need extra support to enter the workforce and sustain employment.

### Our Re-Work curriculum includes:



CV tailoring



Interview technique and practice



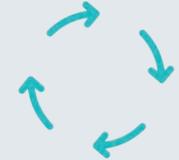
Communication, body language and tone



Fixed and growth mindsets



Exploring the hidden market



The cycle of development

### In 2022, we worked with:

**144**

unemployed individuals

**6**

local partners

### Participants have secured employment in:



IT



Social Work



Law



Graphic Design

## Our work with refugees

*Our goal for 2022 was to explore new opportunities for Re-Work to better respond to the unique needs of our delivery partners' local communities.*

### **For some, this meant offering Re-Work to refugees.**

In March, we ran a Re-Work taster session for 15 Afghan refugees seeking employment in the UK, as part of an event from Love Your Neighbour (a national network of organisations seeking to rebuild and support communities). This was attended by (now) HRH King Charles, who met the Afghan guests.

Following Russia's invasion of Ukraine, we worked closely with our local partner and two specialist organisations to tailor Re-Work's curriculum to support Ukrainian refugees. In 2022 we welcomed 39 Ukrainian participants to Re-Work's weekly online sessions. These focused on the cultural norms of finding work in the UK, and provided important connection for those with a shared lived experience.



# 39

**Ukrainian participants  
attended Re-Work's  
weekly online sessions**

*“When I came here in [sic] London, it was really stressful for me. I didn't know where to start looking for a job. I am very glad that I found Re-Work... thanks to you, now I have a structure, and a plan, how to do everything step by step. So looking for a job here doesn't look so scary now.”*

Olya, Re-Work participant



**“Facing now the real challenge of looking for work... we are not alone, but a lot of us together... My glass is completely full of belief in myself.”**

*“All my experience in Ukraine for the last 14 years was management. I was [the] employer, I was hiring people. I almost forgot that when I was sitting and interviewing someone, I was looking not for certification or skills... I was looking for creativity, adaptability, and willingness to learn.*

*These Re-Work sessions remind me that these interpersonal skills are the most important when looking for a job. This encourage [sic] me very much because I know I have all that!*

*Also communication with you helped me to realise that people are helpful, people smile to you, there are work opportunities; if you are open to possibilities you will succeed for sure.*

*Facing now the real challenge of looking for work, we feel that we are normal – we are not alone, but a lot of us together, and that you believe in us.*

*This increases belief in one's self. My glass is completely full of belief in myself. Before coming to Britain for the first time... I was full of this cultural idea that the country was foggy.*

*And now when I came here in summer, it's [sic] plenty of sun, it's friendly... to use this metaphor, I would say that our future looking for jobs here is also sunny. It's not foggy. Now we know the steps, now we go not in the fog, but we go in the bright sun and I'm sure we'll succeed. We can do it.”*

Victoria, Re-Work participant



## Our goals

*Our mission remains resolute – to impact society for good and mend the tears in our social fabric. We have confidence in our programmes, our consultancy and our impact. As we seek to deepen our impact we will focus on national expansion of our charitable programmes and grow our consultancy work in several key areas.*

### Our goals for the next 3 years include:

### In 2022 we:

### In 2023 we will:

#### National growth



Establishing a sustained presence in every region in the UK



Launched in Bristol and Preston, and adapted a streamlined iteration of the Spear Programme



Welcome our first trainees in Cheltenham, and focus our attentions for growth on key urban areas

#### Commercial activity



Transforming how businesses create social value



Designed and delivered impact consulting with a wide range of organisations



Grow our work with commercial clients across a range of sectors

#### Equipping churches



Supporting churches across the UK to deliver high-impact social programmes



Worked with our local Re-Work partners to tailor the curriculum for Ukrainian refugees



Review how we can best inspire and equip our delivery partners to create ambitious, sustainable social change

## Our impact priorities

To complement our organisational goals, we have three impact priorities for 2023:



# 1

### Qualitative evaluation

Having worked hard over the years to build outstanding quantitative measurement practices, we have perhaps under-used qualitative data. In 2023 we are looking to develop this and look forward to the depth of insight this could provide.



# 2

### Evaluating the adapted Spear Programme

Across 2023-2024 we will be carefully evaluating the relative impact of the adapted Spear Programme model (see page 21), helping to build a programme capable of reaching a greater number of young people, at a greater rate of growth, while offering significant impact for each individual.



# 3

### Measuring the impact of our consultancy

While we have made good progress here, we want to refine our evaluation of our consulting activities (see page 11), giving greater insight into the impact we have generated within other organisations.

# With special thanks

## Our Corporate Partners



FINDLAY PARK



## With special thanks

### Our Trust and Foundation Partners

The Calleva  
Foundation

THE DULVERTON TRUST

**FJ**  
THE  
FRANK  
JACKSON  
FOUNDATION

**W**  
Garfield Weston  
FOUNDATION

ISABELLA BLOW  
FOUNDATION

Kensington  
+Chelsea  
Foundation  
A better life together

MariaMarina  
FOUNDATION

montpelier  
foundation

Peter Stebbings Memorial Charity

THE  
PROGRESS  
FOUNDATION

TUIXEN  
FOUNDATION

We would also like to recognise our generous individual supporters and volunteers, the support of the Bruno Schroder Trust, the Jongen Charitable Trust, and the following organisations:

CRT

**h&f**  
hammersmith & fulham

**I** Impetus

1: Harvard Business Review, <https://hbr.org/2017/01/the-neuroscience-of-trust>

2: Measuring the impact of a training/coaching intervention, see the Kirkpatrick model: <https://www.kirkpatrickpartners.com/the-kirkpatrick-model/>

3: Response-shift bias describes the fact that a delegate's frame of reference for responding to a survey question is likely to shift as they progress through a programme: gaining subject knowledge and self-awareness regarding their relative ability. This presents a measurement challenge in typical pre and post survey approaches when trying to build an accurate picture of an individual's change over time. For more information, see: Howard, G. S. (1980) 'Response-shift bias: A problem in evaluating interventions with pre/post self-reports', *Evaluation review*, 4(1), pp. 93–106. doi: 10.1177/0193841x8000400105.



Resurgo Trust  
3rd Floor, Colet Court  
100 Hammersmith Road  
London W6 7JP

020 3475 0431

[www.resurgo.org.uk](http://www.resurgo.org.uk)

Resurgo Trust is a registered charity, number 1100885