



Our 2023 Impact Report

resurgo 

Welcome



Iona Ledwidge
Chief Executive Officer

I'm proud that at Resurgo, we take impact management seriously. We work hard to ensure we really are making a positive difference, and that we can prove it.

And so, it's a real privilege to introduce our 2023 Impact Report. The pages that follow are full of stories, figures and analysis that serve as testament to another year of impressive impact.

In 2023, our 20th anniversary year, we delivered 32 corporate coaching programmes. And the Spear Programme worked with more than 1,000 young people across the country!

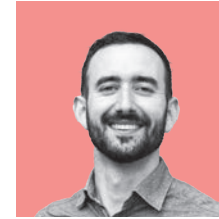
What's more, a growing body of external evaluation continued to reinforce what our own data tells us to be true – that the Spear Programme is highly effective. We were especially proud this year to share the most recent findings, from the Department of Work and Pensions' Data Lab, at the House of Commons, where Stephen Timms MP shared that "*[Spear] is an outstanding model for how to support unemployed young people into work.*"

Clearly there is so much to celebrate! And yet, there remains much to do. In 2024, we are facing up to "*a yawning gap between those who can get by and those stuck at the bottom*"¹ due to a deterioration in our social fabric. The scale of the challenge can seem daunting.

But thanks to the energy and diligence of our team, the generosity of our supporters and partners, and the resilience and inspiration of those we serve, I am hopeful for all that we will achieve together in 2024.

I am honoured to lead Resurgo into this new chapter, and eager to continue building upon our impressive impact management foundation.

Happy reading!



Pete Bacon
Impact Director

Whether this is your first interaction with Resurgo, or you've been journeying with us for years, welcome! We're glad you're here.

It's become an important rhythm for us to reflect on the previous year – celebrating the impact we helped to generate and recognising where we could have done better. There is always so much to learn in an ever-changing landscape and I'm grateful to be part of a team with a deep commitment to self-reflection and growth.

I hope the following pages bring you real inspiration; whether it's the courage and determination of the thousands of young people who are stepping forward into brighter futures, or the commitment of organisational leaders as they invest in high-trust team culture. Or perhaps the way we measure and manage the impact of our activities will provide you with food for thought as you consider your own approach to social impact.

There remain huge social challenges to tackle, but we're grateful to be part of an incredible group of individuals and organisations all playing their part.

Thanks for joining us on the journey,



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Our year in numbers...

In the region of

2000
mock interviews

Grew our team to

93

32

corporate partners



15

local church partners



10

Chief Executive Officers coached



£1.4m

raised by generous individual supporters

20
years celebrated



1000+

young people supported on the Spear Programme



191

organisations referred trainees to Spear

7500

social media followers





From our social media following of 7,500, to our paid impact consultancy clients, we inspire individuals and organisations to play their part in repairing our social fabric.



We equip our local partners to deliver life-transforming work, and our clients to shape their workplace cultures.



We partner with businesses and churches, helping the corporate world play its part as a force for good, and churches to develop a more strategic approach to community social action.

Our mission is to inspire and equip organisations to create ambitious and sustainable social change, through our expertise in coaching, impact management and programme design and delivery.



We balance dreaming big with a sustainable growth model that will last well into the future. See page 40 for our future goals.



We use a coaching approach, honed over two decades, in everything we do. We think this is the key to having lasting impact, because it equips an individual to identify and take actions for themselves.



We don't just measure impact, but manage it. We analyse what our data is telling us, and are always prepared to make iterations and changes to improve. See page 10 for more on our approach to impact.



See page 14, 34 and 38 for our specific programmes.

Our charitable employment initiatives

The Spear Programme

We partner with local churches to equip young people to overcome the barriers they face and enter employment.

Page 14

The Spear Programme *Our streamlined model*

We are testing an even more cost-effective model, to serve young people in areas facing significant deprivation.

Page 28

In everything we do, we marry our **coaching expertise** with our resolute focus on **impact management**. This combination leads to real, sustainable change.

Page 32

Culture coaching

We coach organisations to build a culture where trust is fostered, feedback valued, and conflict managed positively, all so that individuals flourish.

Page 36

Social impact coaching

Our team of specialists help organisations reach clarity, agreement and a renewed sense of purpose for their unique social mission.

Our Consultancy

Earned revenue supports

Coaching expertise informs

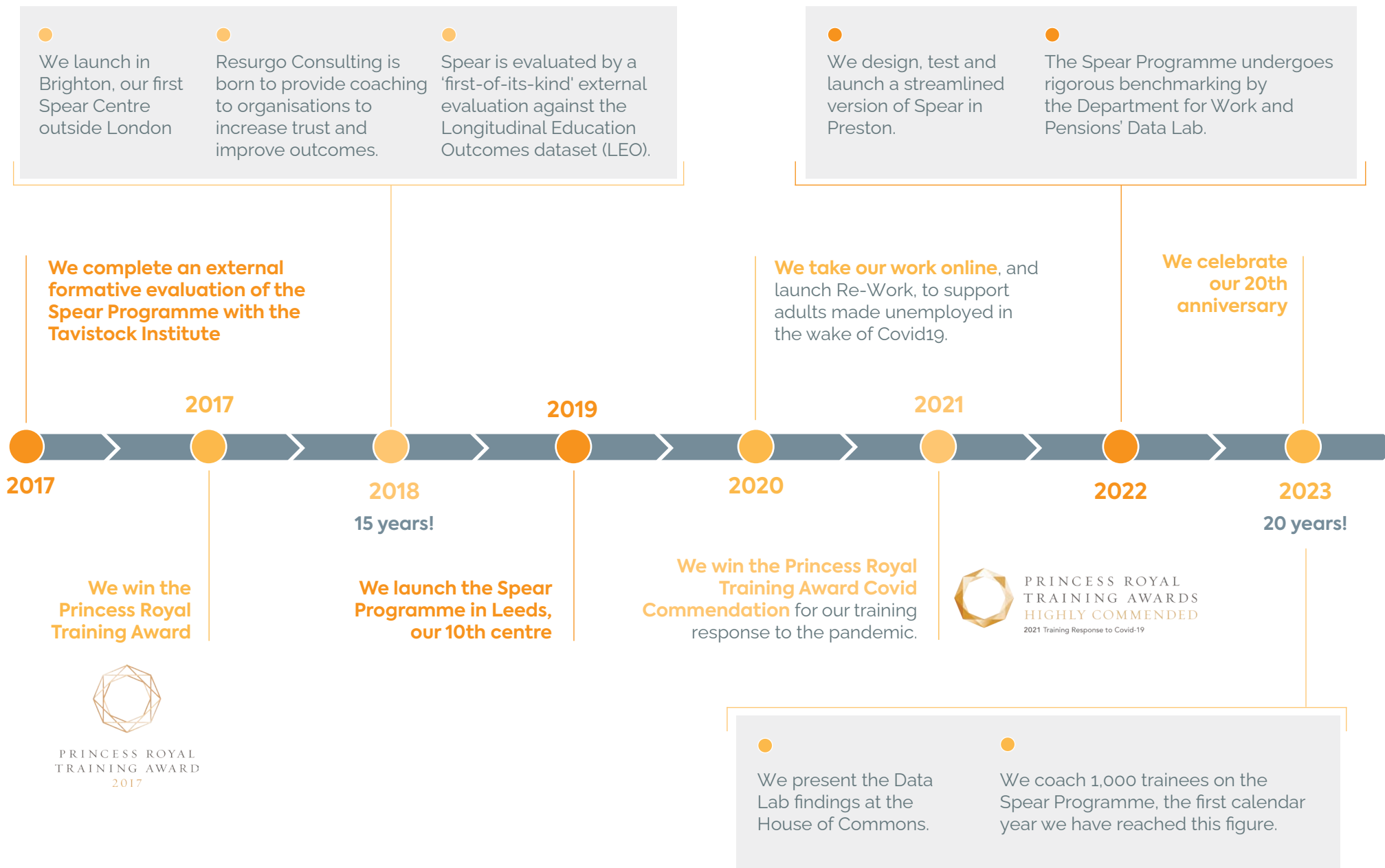
Our story

Our story stems from the vision of our Co-Founders, Tom Jackson and Jo Rice. In 2003, they wondered - what would it look like to equip a movement of citizens seeking to strengthen society in the UK? They launched a small, local charity in Hammersmith, London, and we grew from there...



1000





Our impact approach

'Driving for impact' isn't a specialised subject for a team on the sidelines; it's a way of working woven throughout the whole organisation. To help our whole team drive for real impact, here are a few of the key principles that underpin how we operate. You'll see them demonstrated throughout this report, in how we work both internally and externally.



Outcomes focussed

We set our sights on the ultimate change we are trying to bring about in people's lives. We can all get swamped by busy activity, so we've made it a practice to continually redirect our efforts towards focussed outcomes.



Measure what matters

Impact measurement can become an industry in itself, and not always a helpful one. We carefully select the impact metrics that will best inform our practice, and go after them relentlessly, so that we get the insight we need without over-burdening our teams.



Good insight (not just good news)

Too often impact measurement can become a search for good news stories that don't represent the full picture. We want genuine insight, so we know where we're not hitting the mark – then we can go about fixing it.



Get curious

If you really want to understand your impact then you've got to get curious. This means asking the harder questions and valuing honest reflection. This takes time to develop, but results in a brave, energised team on a mission.



For people, through people

Our driving motivation is to bring about meaningful impact in people's lives. We build good systems and collect helpful data, but it's our team of remarkable, highly-trained people who really make the difference.

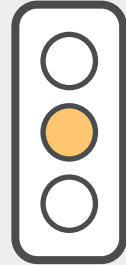
Reviewing our 2023 impact priorities

Holding yourselves accountable is a key part of impact management. Throughout this report we share our successes as well as our learnings, starting with our impact priorities for 2023.

Qualitative Evaluation

Reviewing and improving our use of qualitative evaluation across our teams and programmes

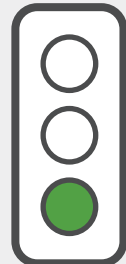
Although we reviewed and improved our use of qualitative data in some of our post-programme surveys, we didn't make as much progress here as we'd like. This needs to stay on our list for 2024.



Streamlined Spear

Evaluating the impact of the streamlined Spear Programme model (relative to its stage of development)

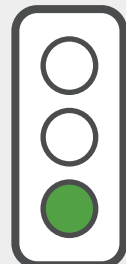
We focussed on improving data completion across our streamlined centres to ensure we have a reliable data set for ongoing evaluation.



Our Consultancy

Refining the impact measurement of our consulting activities to provide us with greater insight

We made great progress, revamping and simplifying our delegate surveys to improve response rates, and help overcome response-shift bias. This is already giving us better insight and helping to inform delivery team reviews.



Our key areas of focus for 2024 are the **ongoing evaluation of the streamlined Spear model**; developing a framework to assess the **quality of outcomes for our trainees**, and further developing the **impact management of our consulting activities**.

What our team say

We asked, **what does a 'high impact organisation' mean to you?**

Here are some of our team's responses.



Providing dignity to people is a great thing to be a part of. It makes me feel proud to be part of a high impact organisation.

Fleur Ritzenhaler,
Lead Coach, Spear Bristol



We are actually seeing the results, we're seeing the outcomes, the work is not all in vain ... what we're doing works.

Tatenda Musoni,
Leach Coach, Spear Camden



It is very exciting to work for an organisation that is creating a community to pursue a shared goal, witnessing its impact, and contributing to a positive change in the world.

Harry Campbell-Meakins,
Corporate Partnerships Manager



It means that there's accountability, that we serve the people we say we want to serve, and we can show that we do have the impact we wish to have.

Sarah Smith,
Centre Manager, Spear Bethnal Green



It gives me confidence that any investment in our work pays tangible and lasting dividends, to the individual but also to society.

Pip Prior,
Key Supporter Senior Manager

“I can come to work with a passion and determination, and say with confidence that **Spear works.**”

Sam Ridgen, Assistant Coach, Spear Bournemouth



The Spear Programme

A woman with dark hair, wearing a black blazer over a light-colored top and grey trousers, is seated on a grey sofa. She is holding a clipboard and a pen, and appears to be speaking or listening intently. To her right, a man with dark hair and a beard, wearing a blue blazer over a white t-shirt and blue trousers, is also seated on a grey sofa. He is looking towards the woman. The background is a light-colored brick wall. In the foreground, the back of a person's head and shoulders is visible, suggesting an audience or a panel discussion setting.

There are more than 850,000 young people who are not in employment, education or training in the UK.²



*That's 12% of all 16-24-year-olds, or this page of icons **1,000 times over.***

Youth unemployment – a major problem

The number of NEET* young people in the UK is on the rise. The effects of Covid19 lockdowns haven't gone away: a mental health crisis; continued disruption to education, and the uncertainty of rising costs of living persist as barriers to finding work. Young people from socially disadvantaged backgrounds are disproportionately affected, resulting in a lack of hope and aspiration for the future.

More than a fifth of pupils are classed as "persistent absentees", meaning they are missing 10% or more of sessions.



Pupil Absence in Schools in England, gov.uk



1 in 5 young people aged 17 to 24 have a probable mental disorder.

Mental Health of Children and Young People in England 2022, NHS



Half of young people (49%) state the cost of living has had a worse impact on their life than the pandemic.

Prince's Trust NatWest Youth Index 2024



Just 55% of young people feel confident they would be able to progress into a good job.

Youth Voice Census 2023, Youth Employment UK

51%

of NEET* young people say the uncertainty of the past few years has made them feel hopeless about their future.

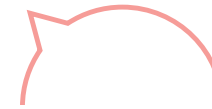
Prince's Trust NatWest Youth Index 2024



**“As a young man,
the path before
me was either
death or a jail cell...**

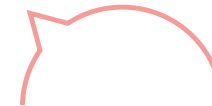
*... 20 years ago, I enrolled on the first ever
Spear Programme, and it changed my life.”*

- Nathan, Spear Hammersmith



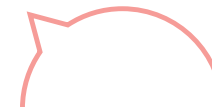
“In 2020, I left an abusive relationship. ... I never dealt with any of the trauma or issues within myself. I started to get high all the time as a coping mechanism, and I lost my sense of self-worth.”

Sophia, Spear Leeds



“I was caring for my mum. ... Sadly, at the end of last year, she passed away. Since then, I kind of spiralled down into depression. ... Every day was getting worse and worse. I wasn't progressing in my life, I was just wasting away.”

Ewan, Spear Cheltenham



“I had no motivation, didn't want to wake up in the mornings. ... I felt like I was in a really big pit and I couldn't get out of it. I started skipping school. I felt completely useless and hopeless.”

Alex, Spear Bristol

What is the Spear Programme?

The Spear Programme was born from a desire to see young people reach their full potential, and with the vision to tackle some of society's biggest challenges through the means of employment and education.

Spear 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.

“[Spear is] not just a place to develop your CV and interview skills; it’s a place where you develop your own mindsets. It’s a place you develop your own personality, and it’s a place where you are pushed to grow.”

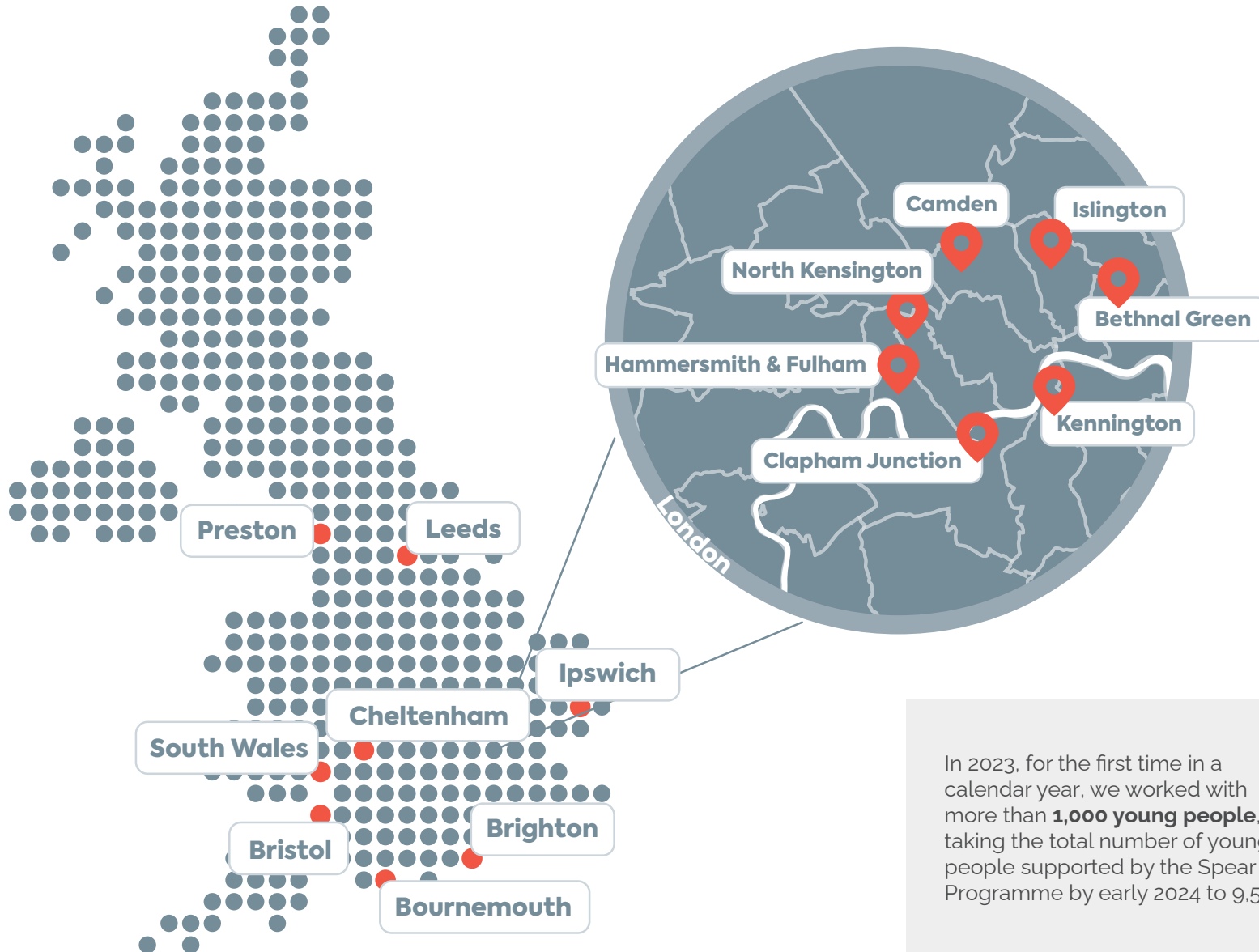
Adam, Spear Bournemouth

How does it work?



Our reach

In 2023, we worked with 15 local partners to deliver the Spear Programme in 9 cities across the UK.



In 2023, for the first time in a calendar year, we worked with more than **1,000 young people**, taking the total number of young people supported by the Spear Programme by early 2024 to 9,500.

9500



Who do we work with?

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

In 2023:

1,054

young people supported on the Spear Programme

15

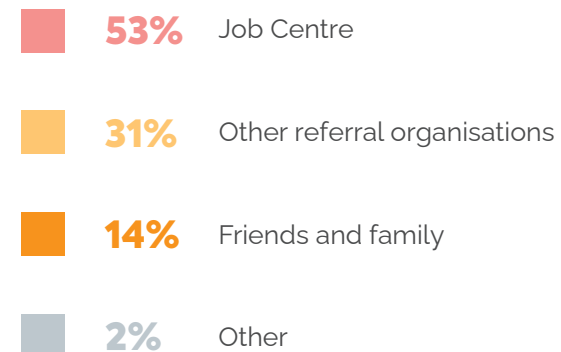
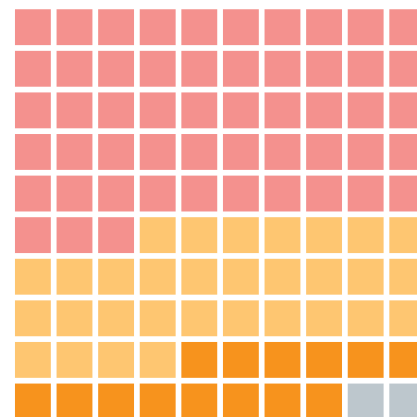
local delivery partners

191

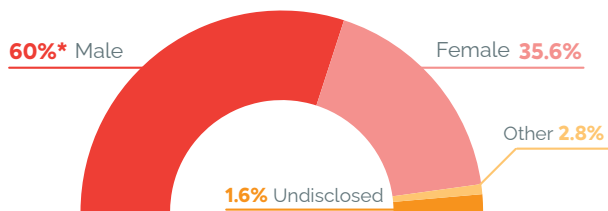
referral organisations

Referral pathways

Some of our trainees will self-refer, but the majority are referred through another individual or organisation. In 2023, this included **44 Job Centres**, **17 local authorities** and **10 NHS Trusts**.

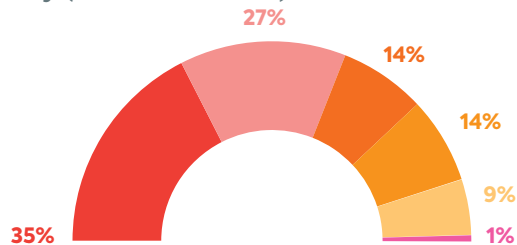


Gender

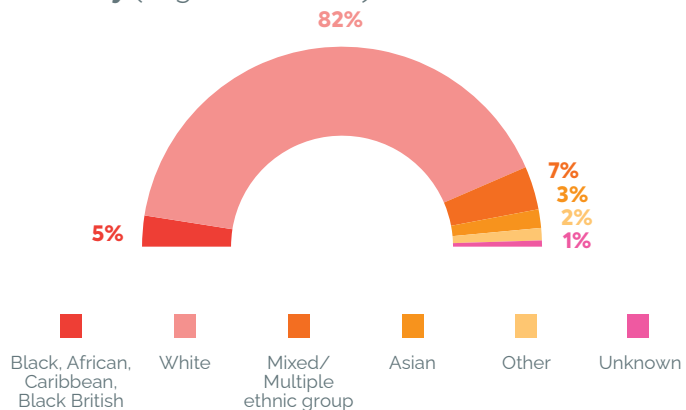


**The small increase in the proportion of young men enrolling on the programme mirrors the national picture, where the increase in NEET young people has been entirely driven by young men².*

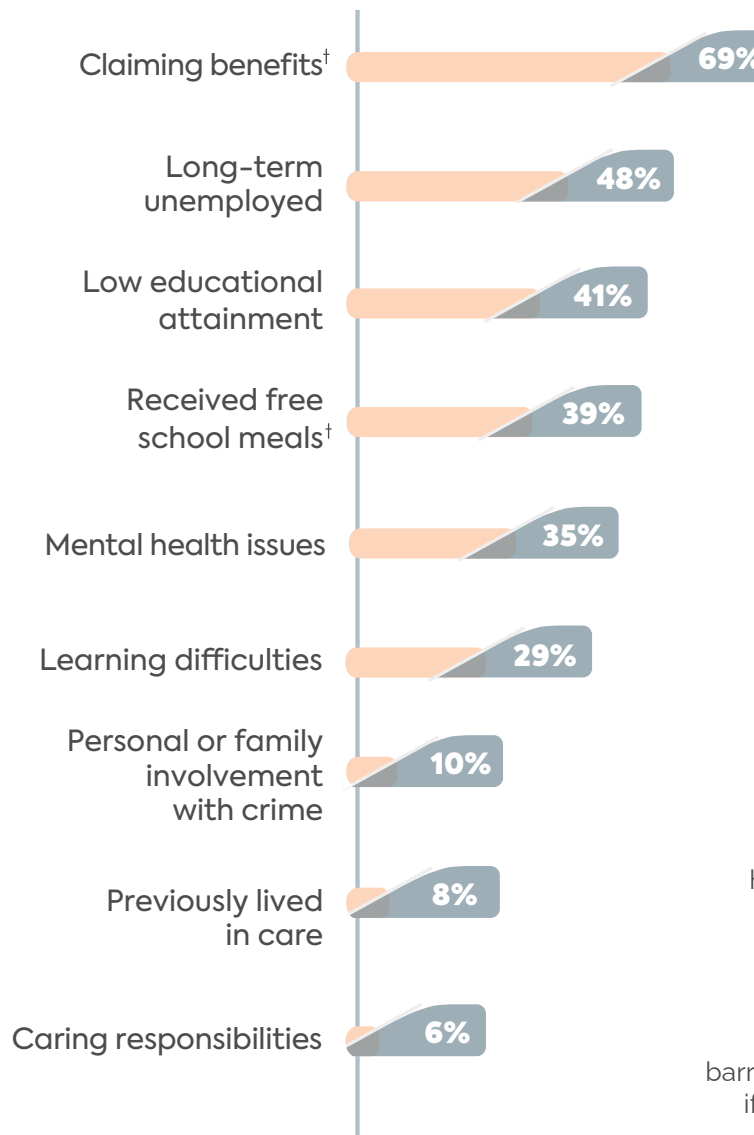
Ethnicity (London Centres)



Ethnicity (Regional Centres)



Barriers to employment



[†] While these are not strictly 'barriers', they indicate additional challenges young people may face.

Are we under-reporting?

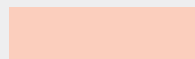
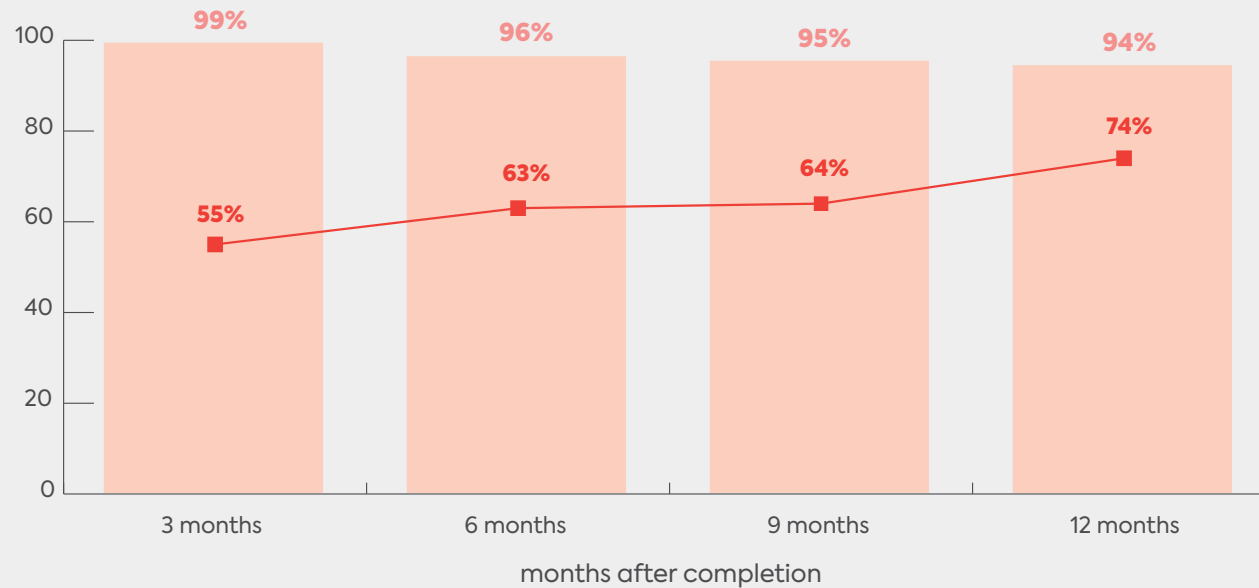
Over the past year our enrolment data has suggested Spear trainees are facing fewer barriers to employment than they have been historically, but this has not matched feedback from our coaches.

Recent analysis has shown that trainees are facing just as many barriers as we would normally expect, if not more, but our shift to a digital registration from has hindered our collection of some key metrics. We have now addressed this and will be monitoring closely across 2024.

Our outcomes ...

Sustaining work or education has a transformative impact on the future prospects for young people (see page 24 for more on this). 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.



% of completers in education, employment or training:

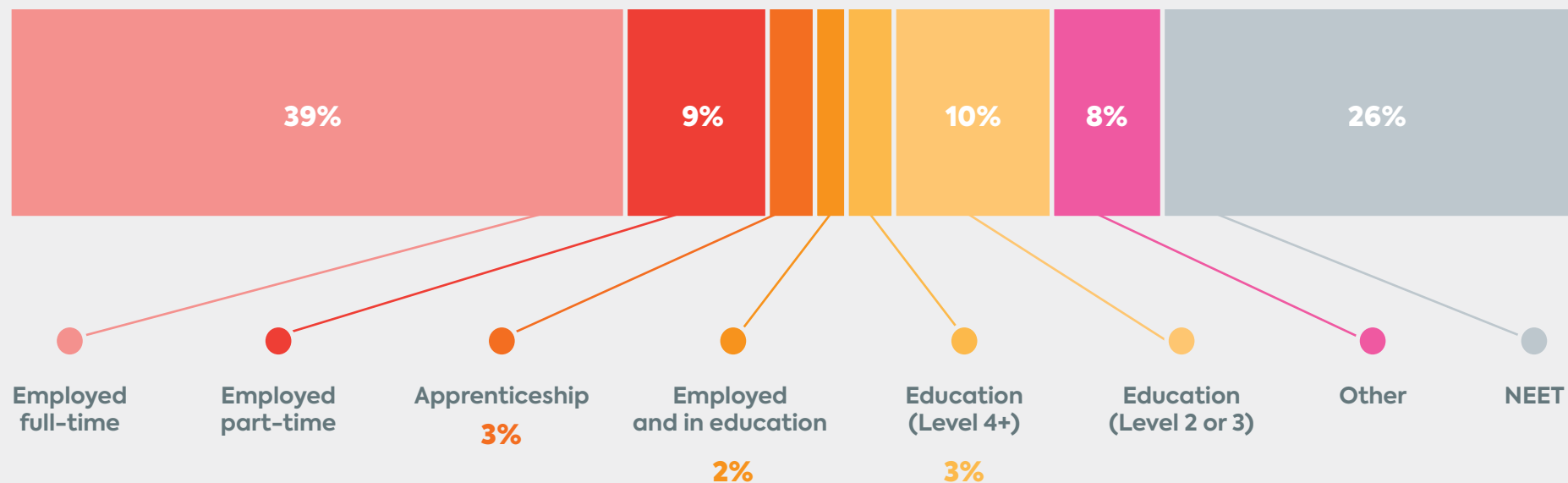
The Spear Programme continues to be exceptionally effective at supporting young people into education or employment.



... at 12 months

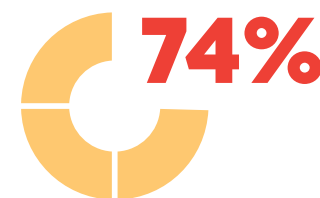
The ongoing support our coaches give the young people after they complete Spear Foundation is crucial in sustaining outcomes for the long-term. This follow-up also gives us real insight into what the trainees are doing 12 months later, our key measure of success.

Type of outcomes for Spear Completers (12 months after finishing Spear Foundation)



Why education?

The Impetus Youth Jobs Gap⁴ highlighted the difference in NEET rates between those who have five GCSEs A*-C and those who don't. The difference is stark: **young people with low qualifications are twice as likely to be NEET as those with 5 GCSEs**. This means for some of the young people we work with, achieving a level 2 qualification needs to be a priority. Our coaches have built relationships with education providers to ensure trainees have access to courses which will maximise their chances of getting into sustainable work in the future.



74% of young people who completed Spear Foundation were still in work or education one year later

So what?

The benefits of being employed are numerous, and well-documented. Here are just a few.

For the individual



Financial security



Friendship



Purpose and satisfaction



Mental health



Routine



Increased life expectancy

For society



Reduction in re-offending



Improved social cohesion



Less deprivation



Boost to economy



These benefits are only true of a quality workplace.

That's why we partner with employers to place Spear trainees in great roles (see page 26 for more on our partnership with Nando's), and coach organisations to build workplace culture that is inclusive and supportive (see page 32).

In addition to all these benefits, we think employment serves as a measurable and sustainable proxy for other life-altering questions. Namely, is a young person taking responsibility for their life? Are they making choices that are good for their future, and the future of their peers? Do they recognise their value, self-worth, and place in society?

“Spear is more than just finding work and education. It's about discovering yourself and really believing in yourself, that you can do anything you put your mind to.”

Zoya, Spear Bethnal Green

“We are not just ready for work. We are actually ready to start making long-lasting, sustainable changes in our lives and in the lives of the people around us. We are ready to take full responsibility for ourselves.”

Tina, Spear Bournemouth

“Once I finished Spear, I was like, I can do **anything.**”

I'm not going to be just another statistic. I want to be the change.”

- Khadeejah
Former Spear trainee; Mental Health Nurse and 'Extraordinary Mum'



Watch Khadeejah's inspirational story:



We seek out opportunities for rigorous external evaluation to complement our internal impact measurement. See below for a snapshot into three studies so far:

2017: Tavistock Institute

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

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.

2022: Department for Work and Pensions' Employment Data Lab

The DWP Data Lab compared the outcomes of Spear trainees with a closely matched control group. The results showed that taking part in **Spear reduces the likelihood of being NEET by 17% after a year**, proving that the programme makes a significant difference on trainees' long-term prospects.

Employer Partnerships

We believe every trainee deserves to thrive in quality employment that is safe, stable, and supportive.

With just 1 in 3 young people believing employers are supportive of hiring them⁵, we're proud to work with **21 Employer Partners** who are committed to offering quality work opportunities to young people no matter their background or circumstance.

Nando's: A case study

We first connected with Nando's in 2022 through Skill Up, Step Up, an Evening Standard and Independent appeal, which saw companies from a range of sectors step up to offer new opportunities to jobless young people. We went on to meet with the local Nando's team in Brighton, to hear about their passion for community engagement, and discuss how we could support them to recruit young, diverse and work-ready talent for a new restaurant they were opening in 2023.

By the end of the year, thanks to representatives' attendance at our mock interviews and Hire Me events **Nando's had hired 38 Spear trainees**, in restaurants across Brighton, London, Bournemouth and Bristol. One Spear hire now holds a manager role, training other Spear hires in their own Nando's roles. What's more, our Spear Coaches have supported Nando's Spear hires through their probation period, helping to establish them in their new roles, and have delivered training to new managers at Nando's on how best to support and retain hires who have overcome barriers to employment.

Bonnie Naef, 1st Assistant Manager at Nando's, was awarded a 2023 Changing Lives Award for her key role in placing dozens of local Spear trainees into roles. We're also proud that Mims Davies, Minister for Youth Employment, visited Nando's in Brighton and later the local Job Centre, to speak with our trainees and team, and hear how our partnership with Nando's is helping local young people access jobs.



"I love my job at Nando's. I am a people person and I love connecting with customers. I give 110% on every shift and feel like I'm shining in my Nando's life." – Rocky, Spear Bethnal Green

Our key Employer Partners in 2023:



92

young people secured job or training opportunities through Hire Me in 2023.

We also held our first ever regional Hire Me events, welcoming more than 12 local employers offering live job opportunities to our Spear Centres in Bristol, Brighton and Bournemouth.

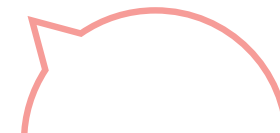
Youth Voice

We believe it's crucial to work in partnership with the young people we serve, and not simply for them. We work hard to ensure their voices are heard, listened to, and included.

We currently have **13 past trainees from 9 Spear Centres**, serving as **Youth Ambassadors**, who generously volunteer their time, drawing from their own experiences to share insights that help us shape and improve Spear for future trainees.

In 2023, our Youth Ambassadors:

- Spoke at events in person and online
- Mock interviewed current trainees
- Hosted company visits at their workplaces
- Sat on interview panels for our Spear Coaches
- Took part in fundraising events



"The Spear Programme was a lifeline for me when I was struggling with my mental health and unable to find work. ... With their support, I was successful in applying for an apprenticeship at TJX and the rest is history.

I now support the charity as a Youth Ambassador as I'm passionate about ensuring future generations can access the same resources. I am confident that I would not be where I am today without their help and I want to extend their legacy to all young people facing barriers to employment."

Victoria, Spear Harrow trainee, 2019
(pictured below, second right)



"We're so proud to work with the Spear Programme... [Our Spear hires] are committed; they turn up an hour early for the shift, in clean uniform. ... To find people with this amazing work ethic is incredible." Jess Jones, Community Employability Lead, Nando's



"Because of Spear and the confidence it's given me, I've now been offered a job at Nando's. I've never had a job before, it's my first one. ... I am the most confident, happy and positive I've ever been." Jack, Spear Bournemouth



The Spear Programme: our streamlined version

Last year we told you about our plans to adapt the Spear Programme in order to reach even more young people across the UK. Here's an update on how it's going.

Why?

Our streamlined version of Spear is a more cost-effective model, and therefore more accessible for churches that lack access to funding, and in turn young people in areas that face significant deprivation across the country.

Where?









We have centres delivering the programme in Preston, Cheltenham, South Wales and Ipswich. We are hoping to open more centres this year and have established a seed fund to support churches in their first three years of operation.

What next?

This year we will continue to evaluate the effectiveness of the streamlined model, by gathering accurate and robust qualitative and quantitative data, which we will feed into programme development. We are getting constant feedback from our coaches and looking for ways to improve the model.

It's too early at this stage to know how effective this version of the programme is at sustaining outcomes for the longer term. Within 12-24 months we will have enough data to be able to evaluate this.

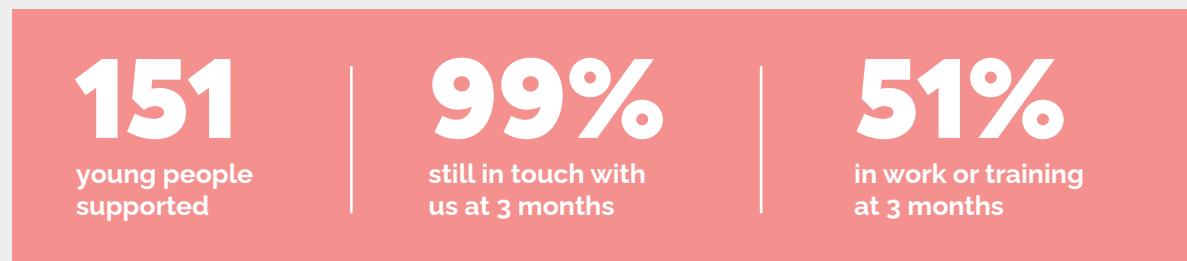
What?

	Spear Foundation	Spear Career	Team size	Funding
Classic Spear Programme	 6 weeks	 12 months		 Self-funded
Streamlined Spear Programme	 4 weeks	 6 months		 'Seed fund' available

Our streamlined model is lower intensity than the existing Spear Programme. Whilst we therefore anticipate the impact per person to be slightly lower, it will allow us to reach a greater number of young people overall, therefore increasing the impact of the programme as a whole.

Impact?

Early signs are encouraging! Since its launch in 2021:





Our learnings

A key part of impact management is a culture of ongoing learning. We continually review our activities throughout the year, using data and observation. Here are some of our key learnings from 2023:

Work-Readiness Indicators (WRIs)



Observation

Some variation in how coaches from different Spear Centres were tracking trainees of the same work-readiness, leading to a reduction in its predictability of a trainee finding work.



Action

We are piloting a simpler way of measuring our WRIs (reducing the scale from 10 to 4), in order to increase reliability, train our team more accurately, and be more accessible for the trainees.

Barriers to employment



Observation

We hadn't updated our barriers to employment since their inception. The assumptions behind each barrier needed retesting, and any missing barriers identified.



Action

We added the new barrier of '*ever been supported by a social worker*', and questions to better understand how a trainee's learning difficulties or mental or physical health affects their ability to look for work.

Quality of outcomes



Observation

The Centre for Social Justice recently highlighted the challenges faced by those facing in-work poverty. Getting into work alone no longer guarantees financial stability.



Action

We launched a project to explore the '*quality of outcomes*' achieved by our young people, exploring how we define a high-quality outcome, and can best support our young people to achieve them.



What is it?

We believe that social impact is the responsibility of every part of society – not just charity or government. We will only see meaningful societal change if the corporate world plays its part as a force for social good.

So, we use our world-class coaching, honed over two decades of delivery on the Spear Programme, to coach a variety of commercial clients to achieve meaningful social impact. We help our clients **shape their internal workplace culture** so that employees really thrive, and **hone their external social mission** and purpose.

In 2023, our Consultancy team coached:

32

culture coaching programmes

460+

individuals

10

Chief Executive Officers

430+

1-1 sessions

120

hours of impact consultancy

... social impact is the responsibility of every part of society ...



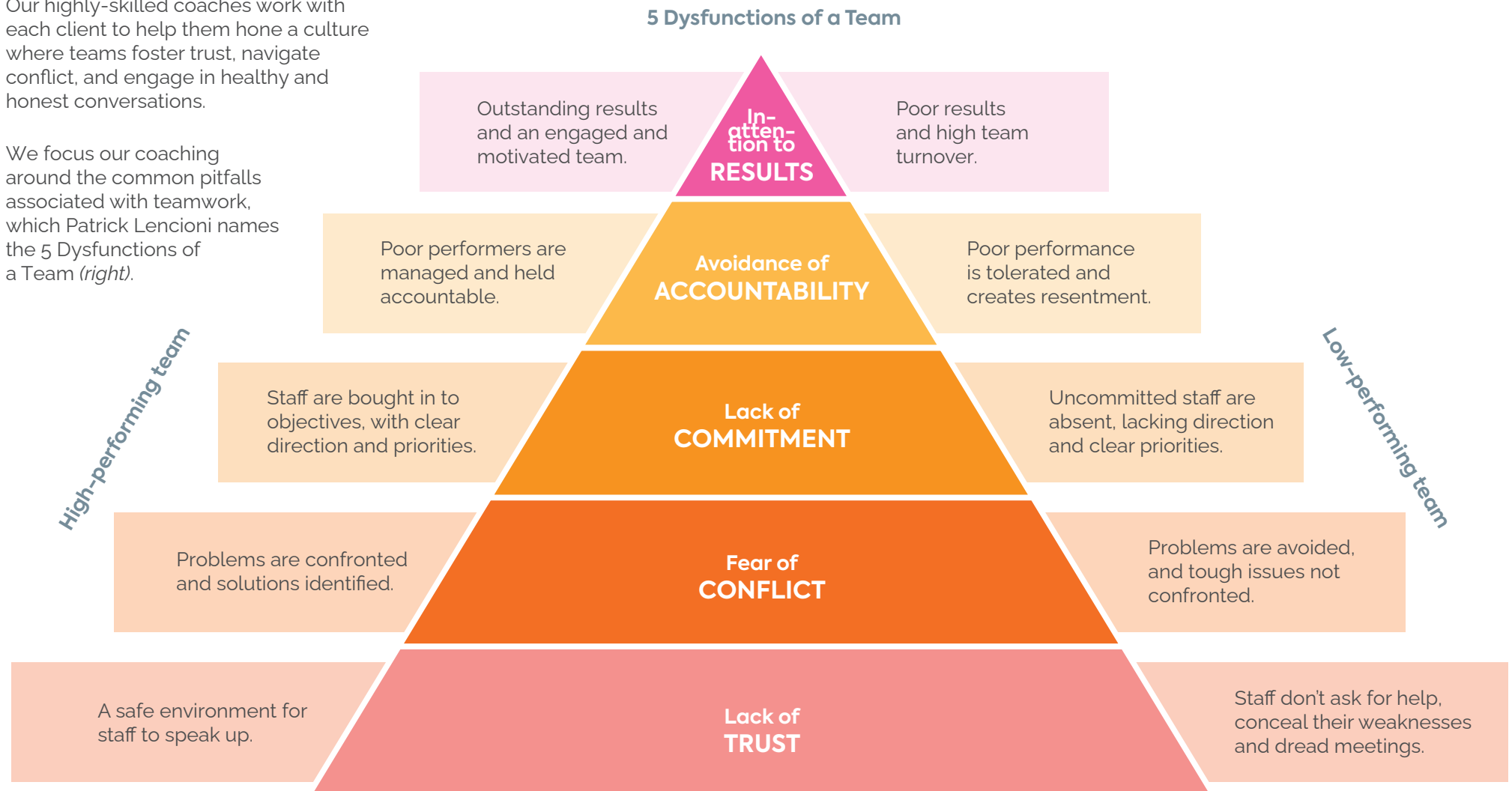
Culture coaching

For better or worse, culture is the beating heart of every organisation.

At worst, a failing workplace culture can lead to unhealthy teams that are strained, disconnected and ineffective. But at best, a healthy workplace culture has the potential to generate significant impact, for individuals, their organisations and wider society.

Our highly-skilled coaches work with each client to help them hone a culture where teams foster trust, navigate conflict, and engage in healthy and honest conversations.

We focus our coaching around the common pitfalls associated with teamwork, which Patrick Lencioni names the 5 Dysfunctions of a Team (*right*).





“CEOs who go to great lengths to avoid conflict often do so believing that they are strengthening their teams by avoiding destructive disagreement. This is ironic, because what they are really doing is stifling productive conflict and pushing important issues that need to be resolved under the carpet where they will fester.”

Patrick Lencioni



Many leaders will instinctively prioritise **results**, but we instead begin by focussing on the foundational issues of **lack of trust** and **fear of conflict**. We equip teams with coaching tools to help them build a foundation of trust where they can address tough issues and engage well in authentic feedback.

We then help teams take these coaching tools and embed them into a coaching culture, with a view to overcoming **lack of commitment** and **avoidance of accountability**, in turn positively impacting **results**.

In 2023, we worked with clients in the executive search; tech; finance; food; charity; health care and research; private equity and public sectors, including HSBC Life and Kea Consultants.



“A team lacking trust doesn’t look like what you might picture. It’s not about major fallouts or arguments...”

... but teams held together by artificial harmony. They come to the office, do their thing, have idle false niceties, and go home. Our work is about equipping these teams to overcome this artificial harmony; to truly engage in the hard, honest conversations, and have real moments of authentic encouragement.”

Nat Nash, Senior Corporate Development Manager



Coaching for Leadership

Our flagship Coaching for Leadership programme equips leaders and managers with practical coaching skills, to play their role in overcoming dysfunctions to build high-performing teams.

Originally delivered internally to equip our own staff, we began to invite external delegates to join us on Coaching for Leadership, and later extended the programme to external clients. Now, Coaching for Leadership is the foremost programme we offer externally to businesses, and made up the bulk of our delivery in 2023.

96

delegates completed Coaching for Leadership in 2023

including cohorts from Impetus, Kea Consultants, HSBC Life and The Revitalise Trust.

What do we coach?

Our expert coaches facilitate five full-day sessions over six-week period, comprising a mixture of group and individual work, and an assessment day with feedback. Sessions include:

- **Introducing a Coaching Approach:** Goal setting | Listening and questioning | GROW model
- **Engaging Groups:** Buy-in | Group facilitation
- **Understanding self and others:** Delegation | Flexing working preferences
- **Crucial conversations:** Feedback models | Transactional analysis
- **Coaching Assessment and Review**

What makes Coaching for Leadership different?



Live feedback

We're not afraid to give honest and challenging feedback to leaders who may not normally receive it.



Real-world issues

We don't role-play hypothetical scenarios, but focus on real ones our delegates are facing.



Light on theory

Our coaching is practical, encouraging delegates to get stuck in with live coached exercises.



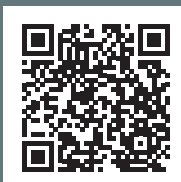
Real transformation

Each delegate receives follow up support from their coach to help embed learnings.



Gives back

Profits generated are fed back into our charitable employment initiatives.



"[Since we started working with Resurgo], we've seen our engagement indexes improve and we're in a position where we can point to productivity across the business and say it's up." Mark Hussein, CEO of HSBC Life Ltd UK & Head of Insurance UK

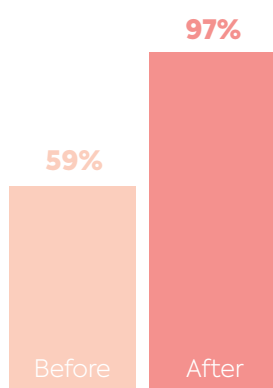
"Coaching for Leadership has completely changed the way we function as a staff team. ... I couldn't recommend it highly enough." John Hudson, HTB Basingstoke

Our impact

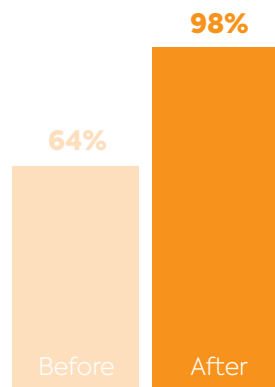
We need to know that our coaching is bringing about lasting behavioural change. So, we track four key workplace behaviours that help build trust, surveying delegates to understand how much change we generate in these areas.

Four workplace behaviours that build trust:

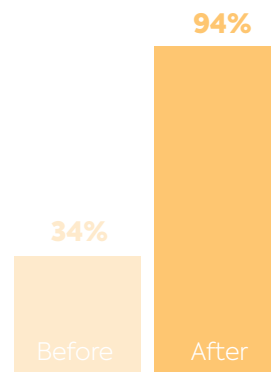
The charts below show the percentage of delegates who 'agreed' or 'strongly agreed' with each statement, both before and after our coaching.



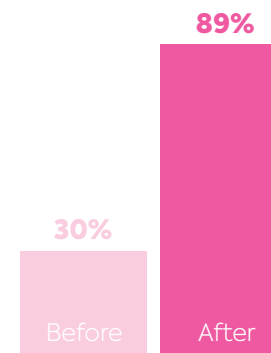
"I feel confident adjusting my communication style depending on who I am speaking to."



"I feel confident giving specific, positive feedback to my colleagues."



"I feel confident giving constructive feedback to my colleagues."

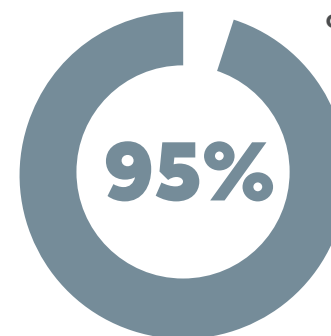


"I feel well equipped to initiate and handle challenging conversations with colleagues."

Last year, we wanted to:

- address response shift bias which often occurs when using start/finish surveys to measure change, and
- increase the response rate of our survey.

So, this year we asked candidates both the 'start' and 'finish' set of questions in their final session. Our hope is that by this stage in their training, delegates will have greater self-awareness and knowledge to be able to answer these accurately, and that by embedding the survey into the session as a reviewing tool, every delegate will submit their response.



of delegates agreed or strongly agreed that our programmes made a positive difference to their relationships at work.

Social impact coaching

When asked about their Environmental, Social and Governance (ESG) goals, only 37% of surveyed senior level executives believed their company performed well against social issues⁶. Our impact consultancy team are here to change that.

We believe businesses are uniquely positioned to create meaningful social impact, by using their resource and influence to not only generate profit, but address social challenges at the same time. And it's not just businesses.

We work with clients including charities and churches too, helping them gain clarity on their social purpose, and design impactful programmes that actually deliver, and measure, the outcomes they want to see.

With all of our clients, we:



Our clients in 2023 included:

MAPP; COOK; Well Kneaded; The Caring Family Foundation; Love Your Neighbour and The Belfry, York.

1

Bring clarity

We cut through the confusion and complexities, to help clients create social impact strategies that are meaningful, sustainable and measurable, that align with their unique organisational vision and values.

2

Coach and facilitate

We use our coaching expertise and facilitation skills to lead sessions and create environments that permit our clients to work with creativity, honesty and rigour.

3

Apply Theory of Change methodology

We emphasise the meaningful change our clients want to see, by exploring their unique Theory of Change.

4

Test assumptions

We work with our clients to test their assumptions about the most effective way to bring about change, and establish methods for measuring and managing impact.

5

Draw on our own experience

With 20 years' experience delivering the Spear Programme and evaluating its impact, we are uniquely placed to support other organisations to design and deliver initiatives that really make a difference.



In our clients' words

Here's how previous clients describe what they have found helpful about our impact coaching:

Learning to "lean into resistance and having more conversations that name the elephant in the room."

Working on "getting buy-in and tackling attitude before knowledge."

"It felt dynamic, results-focused and productive."

An opportunity to "think about the questions which need answering to ensure we're making a difference."



Re-Work

In March 2020, we wanted to support the many adults who found themselves suddenly unemployed in the wake of Covid19. We launched Re-Work, with the aim of equipping recently out-of-work adults with a 'boost' for their job search.

The curriculum was crafted to support a specific target population: those experiencing minor health struggles, social isolation, skill atrophy, or lacking confidence and resilience, to prevent them from descending into long-term unemployment.

Trained volunteers led participants through a series of group online sessions, coaching around CV tailoring, interview practice, communication, mindset and habit formation.

As the immediate crisis of the pandemic lessened, we explored new opportunities for Re-Work, delivering a taster session for Afghan refugees attended by HRH King Charles, and later tailoring Re-Work's content to support those fleeing violence in Ukraine.

In total since its launch:

17

local churches equipped

to deliver Re-Work across the country, as part of their crisis response to the pandemic.

500

individuals supported

with a boost for their job search, including 39 Ukrainian refugees.



“Covid struck, and as a company we lost our contract. I went from having a company for six years, to all of a sudden having to look for a job. I had no idea where to even start. [...] Re-Work has given me so much encouragement, and excitement and confidence. I could go for an interview in an hour's time, and I'm ready.”

Beejal, Re-Work Participant

What now?



Having reflected on the impact of the programme, it has become clear that the unemployed people our partners now engage with are often long-term unemployed, or experiencing multiple barriers to finding work, and require a greater level of specialist intervention than Re-Work was designed to provide.

As such, **we have decided to conclude Re-Work**, with a view to exploring possible opportunities to serve unemployed adults later in 2025.

Our goals

Against the backdrop of a society that is arguably more divided than ever, our goal remains resolute: to repair this torn fabric of society. To do so, we have focussed our attention on the following 3-year strategic priorities, which comprise our work in 2022, 2023 and 2024.

Our 3-year priorities:

In 2023:

In 2024 we will:

National growth

We want to have a sustained presence in every UK region.

We said we would: Welcome trainees to Cheltenham, and focus attentions for growth on key urban areas.

We did: Welcome trainees in Cheltenham and South Wales; prepared to launch in Ipswich, and secured a national corporate partner.

Launch our streamlined version of Spear in four new locations, our highest yet in a single year, to serve 1,200 young people (taking our total since inception to 10,000!)

Commercial activity

We want to transform how businesses engage with social value.

We said we would: Grow our work with commercial clients across a range of sectors.

We did: Work with clients in sectors including executive search, venture capital, tech, and public, as well as B Corps, charities, and churches.

Build on last year's successes, further diversifying our client base and deepening their impact.

Equipping churches

We want to support churches to deliver high-impact employability programmes.

We said we would: Review how best to inspire and equip our delivery partners.

We did: Complete a listening exercise to understand our partners' priorities; delivered additional support, and collaborated with Love Your Neighbour to extend church engagement with social transformation.

Continue supporting our church partners; trial our consultancy services with three churches, and deliver two Coaching for Leadership courses to the Revitalise Trust.

With special thanks

Our Corporate Partners



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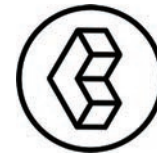
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With special thanks

We would also like to recognise our generous individual supporters and volunteers, and the following organisations:

re·vitalise trust

I Impetus

Love Your
NEIGHBOUR

1. The Centre for Social Justice; Two Nations; December 2023

2. Office for National Statistics; Young people not in education, employment or training; February 2024

3. Organisation for Economic Co-Operation and Development; Social and Emotional Skills; 2023

4. Impetus; Youth Jobs Gap; 2019

5. Youth Employment UK; Youth Voice Census; 2023

6. Navex Inc.; Global survey finds businesses increasing ESG commitments, spending; 2021



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