



**BACKING
THE BEST
OUR WORK
WITH RESURGO**

IMPETUS – THE PRIVATE EQUITY FOUNDATION (IMPETUS-PEF) TRANSFORMS THE LIVES OF YOUNG PEOPLE FROM DISADVANTAGED BACKGROUNDS BY ENSURING THEY GET THE RIGHT SUPPORT TO SUCCEED IN SCHOOL, IN WORK AND IN LIFE.

We find, fund and build the most promising charities working with these young people, providing them with a unique package of support, and we influence policy and decision makers so that all young people get the support they need.

We work shoulder-to-shoulder with our charities:

- making them stronger
- delivering better results year after year
- reaching more disadvantaged young people.

ACKNOWLEDGEMENTS

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Photography by Liam Arthur.

Pictures are not of the case studies featured unless expressly stated.

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WE MAKE CHARITIES STRONGER

We help develop charities' leadership, impact management and sustainability, using our bespoke outcomes framework as a guide.



WE BACK CHARITIES TO DELIVER BETTER RESULTS

We put the building blocks of impact management in place so that our charities can deliver better results for young people.



WE HELP CHARITIES REACH MORE YOUNG PEOPLE

We support our charities to grow, so that they are able to help more young people succeed.



WE DO ALL THIS BY PROVIDING OUR CHARITIES WITH CORE FUNDING, THE EXPERTISE OF OUR DEDICATED INVESTMENT TEAM AND ACCESS TO OUR WORLD CLASS PRO BONO NETWORK.



01

INTRODUCING RESURGO



Ayesha's early life was chaotic. Her mum was addicted to drugs and her dad was in and out of prison. "I was a good student at school," she says, "but trying to be at school was the hard part. We were always moving, every time I started a new school it was so hard to talk to people."

At age 11, Ayesha went in to foster care. At age 14, she met a man, much older than her, who seemed to offer some stability. She became pregnant before her GCSEs. Soon after her baby was born, her partner got involved with gangs and drugs and became abusive. "I was beaten up, beaten up, beaten up," she says. "I just felt isolated, really alone."

She called social services for help. They removed her daughter from her.

"That was the worst moment of my life," Ayesha says. "I knew I was a good mum. I had to get her back."

In 2013, Ayesha walked into a Resurgo centre for the first time to find out about the Spear programme. She had taken a small but brave step, she hadn't been out of her flat for weeks. But she wanted to prove she could be a good mum. She wanted to get a job, but didn't know how.

Resurgo felt different; it was welcoming, the coaches were friendly, they didn't label her based on her past but saw her future potential. The Resurgo coaches built her confidence and skills – in delivering presentations, getting a qualification, doing a job search – everything she needed to stand on her own two feet.

"Not only did Resurgo help me with confidence and self-esteem, they gave me key skills that I will use for the rest of my life," says Ayesha.

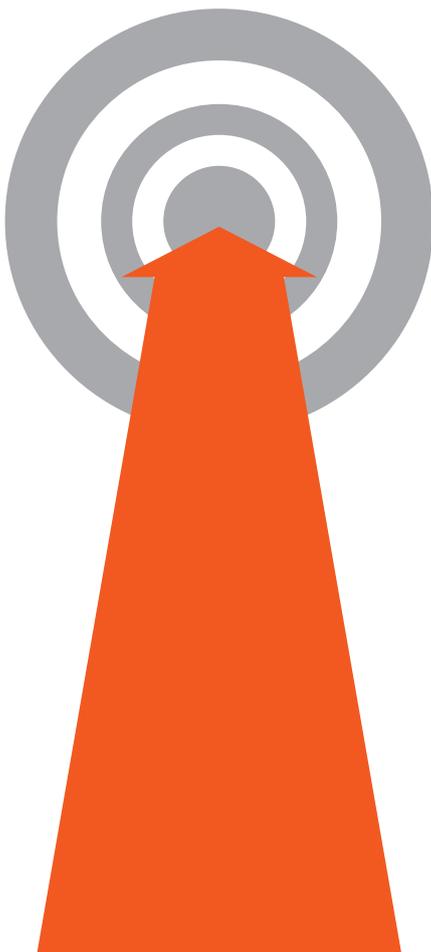
With help from Resurgo, Ayesha found work experience at Buckingham Palace. She re-took her GCSEs. She completed an access course in nursing. She is on track to graduate from university as a fully trained mental health nurse.

"When I think about where I came from, it all seems so surreal," she says. "The future couldn't be better, thanks to Resurgo."

"This is what we do," says Jo Rice, Resurgo's Managing Director. "Igniting vision, sparking hope, releasing potential and dramatically changing the lives of fantastic young people with so much to give."

Resurgo's Spear programme supports 16–24 year olds into work or training, through intensive coaching and careers support, in partnership with employers.

Impetus-PEF's research has revealed that there are nearly one million young people who are not in work, education or training for over a year.



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Ayesha

LIFE CHANGING SUPPORT

This has a long-term impact on their earnings potential, physical and mental health, and overall quality of life. These young people have been left behind in education and struggle to find work. These are the young people Resurgo's Spear programme was set up to help.

Resurgo, from the Latin 'I rise up again,' was born out of a partnership between a social justice campaigner and a corporate training coach. Tom Jackson and Jo Rice had been friends for a few years, but it was a conversation over dinner at a wedding in 2002 where Tom's longstanding vision started to take shape.

"Tom had just written a book about some of the most inspiring social transformation projects in the UK," says Jo. "He'd worked out that a consistent theme throughout the most successful projects was a focus on equipping those living in poverty with key life skills. He'd been given some funding to launch a training centre to support people in need in the community, and we hit upon the idea of exploring whether a coaching approach could make a meaningful difference."

Six months later, Jo left her corporate job to devote herself to creating such a programme full time. Tom and Jo spent the next few months meeting weekly, putting together a business plan and setting up a base at St Paul's Church in Hammersmith, West London, where Tom was on the pastoral team.

They started with research, to better understand the problems they wanted to address, and identify gaps in current provision. It quickly became clear that the charity should focus on young people.

"This was before the big focus on young people who were Not in Education, Employment or Training (so-called 'NEETS')," says Jo. "But in Hammersmith you could see in front of your eyes that there were a lot of young people kicking around with very little hope for the future."

At the time, most organisations working in this area assumed that helping a young person to write a CV and then putting them in front of an employer was the best way to get

them into work. Jo was convinced that the challenge was much more profound.

"A defeatist mentality was just so ingrained in these young people," says Jo. "They were being robbed of all hope and self-belief because all they felt was disappointment."

Resurgo developed a six-week programme focusing on attitudes and mind-set; offering training in personal development, job search and application support; and a qualification in customer service. With time, the Spear programme evolved to include career coaching and ongoing support once young people were in work, to help them to stay in work and progress.

And it began to reap results. In 2005, they started to measure who got jobs.

In 2008, Resurgo launched a second centre on the World's End Estate in Chelsea, and by 2009 they had the beginnings of a body of evidence to show that they were not only helping young people get into employment – they were helping them stay there.

02

OUR PARTNERSHIP



In 2010, Impetus-PEF identified Resurgo as a candidate for investment, following a recommendation from Wol Kolade a long-term supporter and CEO of private equity firm Livingbridge. Impetus-PEF invested an initial grant of £50,000, delivered alongside support from an Investment Director.

There are many charities that help with practical job search skills and how to give a firm handshake, but helping young people change their attitude and mindset is much trickier.” It was this difference that made Resurgo a stand-out charity for Impetus-PEF’s Investment Director, Chiku Bernardi.

“Our hunch was that their tough love approach – addressing attitudes like ‘the victim mentality’ and ‘entitlement’ – could create meaningful and lasting change. So that young people don’t just get jobs, but stay in those jobs.”

Indeed, Resurgo was one of the very few charities at the time who measured their impact according to whether young people remained in work twelve months after finishing the programme.

Chiku was impressed by the skill of the coaches and the success they were having with the young people. The fact that the charity had also started to work with businesses to encourage them to employ their young people was another selling point.

“Preparing young people for work, getting them a job and ensuring they keep it is how Resurgo battle social exclusion,” says Chiku, recalling Ayesha’s journey. “That job is a marker of independence, resilience, and self-worth.”

“

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Chiku Bernardi, Investment Director,
Impetus-PEF

For Tom and Jo, the appeal of the partnership was initially financial. They were wary about the level of intervention that Impetus-PEF required.

“It’s fair to say we came in with a degree of suspicion. We thought, we’d love the money to fund our core costs, and we’ll tolerate some intervention,” Jo says. But it soon became clear that the long-term capacity building support Impetus-PEF gave was vital. “They’re not like other funders; and if I had to choose now, I may well take the consultancy first.”

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Jo Rice, Managing Director,
Resurgo

Next chapter: with our help, Resurgo has become stronger ➤

03

WITH OUR HELP RESURGO HAS BECOME STRONGER



In 2010 when Impetus-PEF came on board, Resurgo had a small staff team at the centre. Tom's role as Chair of the Board of Trustees had become increasingly time consuming and it was agreed he should take up a full-time role as Chief Executive Officer, while Jo took on the role of Managing Director.

The leadership team has been very stable," says Chiku. "They have a strong combination of skills: Tom develops the vision of the future, and Jo knows how to implement it."

The duo soon realised they needed more support at the helm if Resurgo was going to grow.

In 2015, with guidance and funding from Impetus-PEF, the charity hired a Chief Operating Officer, to professionalise their finances and fundraising. They started to look at how to ensure they could consistently deliver good results, and to know what good looked like. Chiku helped them to set up an impact team to manage the data they were getting from the centres and ensure high quality delivery no matter where the programme was being rolled out.

"Charities are good at vision. What they often lack is the operational knowledge to ensure that delivery is consistently excellent. We want to know that the organisation's outcomes don't just rest on the magic of a few great practitioners, but that they can be replicated without diluting quality. With Resurgo, we know exactly what the team is doing at 15:30 on any given day of the week, across all its centres."

Having overcome her initial reservations about Impetus-PEF, Jo now says that Chiku's involvement has been "transformative. It's brought both support and challenge with an appropriate balance and an ability to talk straight without patronising us in any way."





IT WAS GREAT TO GET HELP FROM PWC'S TEAM OF FOUR CONSULTANTS, WE COULD NEVER HAVE AFFORDED THAT TYPE OF SUPPORT ON THE OPEN MARKET."

Jo

During the first phase of Impetus-PEF's investment in a charity, senior staff and trustees come together for an intensive, four-day, 'driving impact' workshop. It can be a challenging, emotional process: taking everything apart, then putting it back together again.

Impetus-PEF brought in David Hunter, an American non-profit consultant, to help Resurgo to "look under the bonnet." His aim was to get the charity to confront the most difficult questions about the effectiveness of their programme.

Together in the workshop, they reached some powerful conclusions. Among them, that:

- Resurgo needed to develop a way of assessing the young people who they enrolled, so that they could identify those who actually needed the type of help they were offering
- Only by knowing the characteristics of the young people on their programme (for instance, family background or prior attainment) could they evaluate their impact
- As well as measuring their students' employment outcomes 12 months after they completed the programme, they needed to assess young people's progress continuously, in order to tailor their provision more effectively
- They needed to offer more practical job application and interview support and stronger links to employers

They then worked with Impetus-PEF's pro bono partner PwC to draw up a plan for implementation. "We divided it into 19 workstreams – things like indicators for the entry assessment, a new curriculum, IT systems, and so on," says Jo.

"It was great to get help from PwC's team of four consultants, as we had never implemented such complex organisation wide change before – and we could never have afforded that type of support on the open market."

For Chiku, the workshops and the longer-term partnership between the two organisations demonstrated the effectiveness, as well as the limitations, of the hands-on Impetus-PEF approach. "90% of the work has to be done by the charity," she says. "But good guidance, pro bono support when needed, and long term funding can make that 10% critical difference."

Next chapter: with our help, Resurgo is delivering better results ➤

04 WITH OUR HELP RESURGO IS DELIVERING BETTER RESULTS



The driving impact workshop marked a turning point for Resurgo. The charity's leadership decided to press pause on their growth plan, in order to focus on improving impact.

They embarked on a new approach: committing to measuring all aspects of the charity's performance and using the data to improve the programme and drive up results.

A priority was to develop a way of assessing the young people before they started the programme, and then continuously as they progressed through it.

The charity developed five measures of work readiness – including attitude, presentation, and communication – which are now used to assess each participant, every day. They made changes to the programme based on the work readiness characteristics they were trying to drive up, and used data to measure whether they were doing so successfully and where they were off-track.

“These are characteristics that we always instinctively felt would affect our students' chances in the labour market – but we hadn't actually tested those assumptions,” says Jo. “Now we can see they make a difference.”

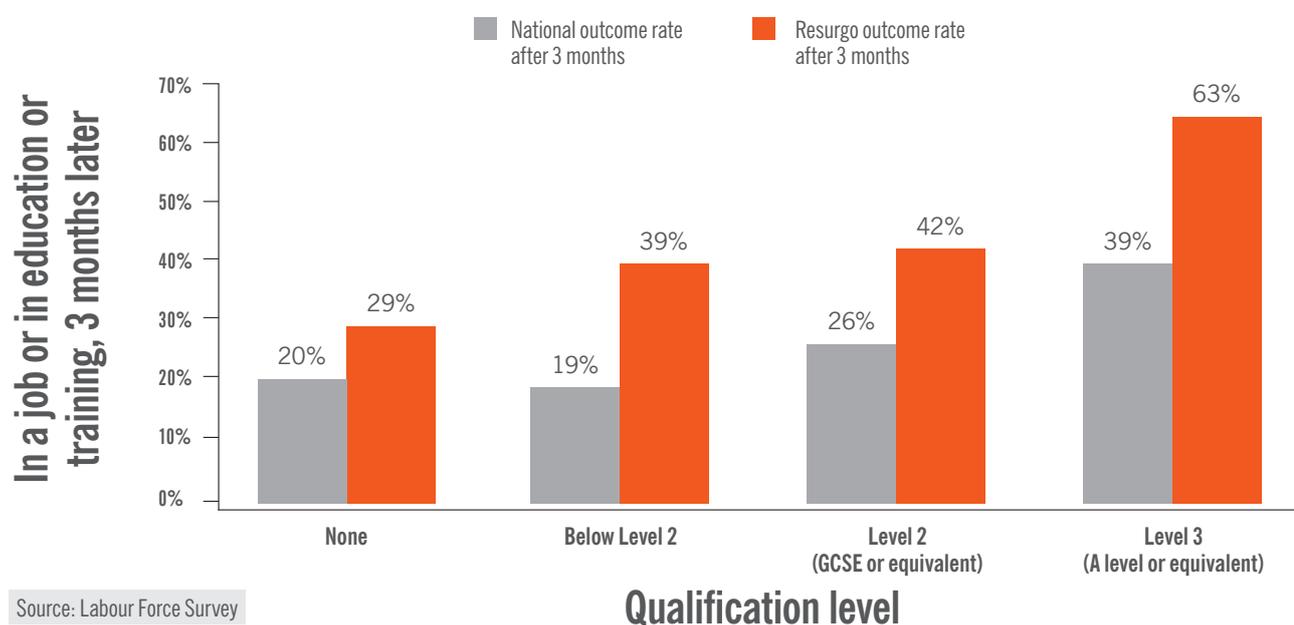
The focus on measurement has allowed the charity to become much more confident about its effectiveness. According to Jo, “We had always got such good results that people often accused us of ‘creaming off’ people who would have got into work anyway.”

Resurgo was determined to ensure – and demonstrate – that it was targeting the young people who needed them most: those out of work and not in education, with at least one indicator of disadvantage.

75%

of those who complete the
Resurgo programme are still
in work one year later

OUTCOMES FOR YOUNG PEOPLE WHO'VE BEEN OUT OF WORK AND EDUCATION (UK, 2016)



FOR YOUNG PEOPLE AT EVERY LEVEL OF QUALIFICATION, THE COMPARISON SHOWED THAT RESURGO WAS OUTPERFORMING THE NATIONAL AVERAGE FOR EMPLOYMENT OUTCOMES.

Today, 89% of their entrants fit these criteria. 58% have fewer than five GCSEs (compared to 36% of all young people), 54% have parents on benefits, and 14% grew up in care. Despite this challenging target group, of those who complete the Resurgo programme, 75% are still in work one year later.

While this looks like a good outcome, is it good enough? Resurgo were determined to find out. However, they were unable to find official statistics for disadvantaged young people's progress in to work. National data on this is only just becoming available. Instead, Resurgo used Impetus-PEF's Youth Jobs Index to develop a benchmark, measuring their outcomes against national figures for young people with different levels of qualification (see graph above).

For young people at every level of qualification, the comparison showed that Resurgo was outperforming the national average for employment outcomes.

Now they are working with Impetus-PEF to access administrative data to look at how young people who are not in education, work or training, from different socio-economic groups and in different locations, do. They'll use this data to develop even more robust benchmarks.

In 2016, New Philanthropy Capital, collating research conducted into the quality of impact measurement in the charitable sector, chose Resurgo's impact work as an example of best practice.

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

Next chapter: with our help, Resurgo is reaching more young people ➤

05 WITH OUR HELP RESURGO IS REACHING MORE YOUNG PEOPLE



When Impetus-PEF came on board in 2010, Resurgo's main priority was to expand beyond the two centres it was operating in Hammersmith and Chelsea.

We knew we wanted to grow, but we didn't have a very clear idea what that would look like," says Jo.

There were various options for growth, from a franchise model, in which Resurgo would provide training materials to independent centres, to a more hands-on partnership approach.

With support from Chiku, the Resurgo team decided to pursue a joint venture model. To do this, they needed to draw up an organisational structure with clear demarcations between the role of the centre and the role of the joint venture partners in areas like training, management systems, and funding.

Kirkland and Ellis, one of Impetus-PEF's pro bono partners, drew up their joint venture contract, which Resurgo could take to partner churches in new areas.

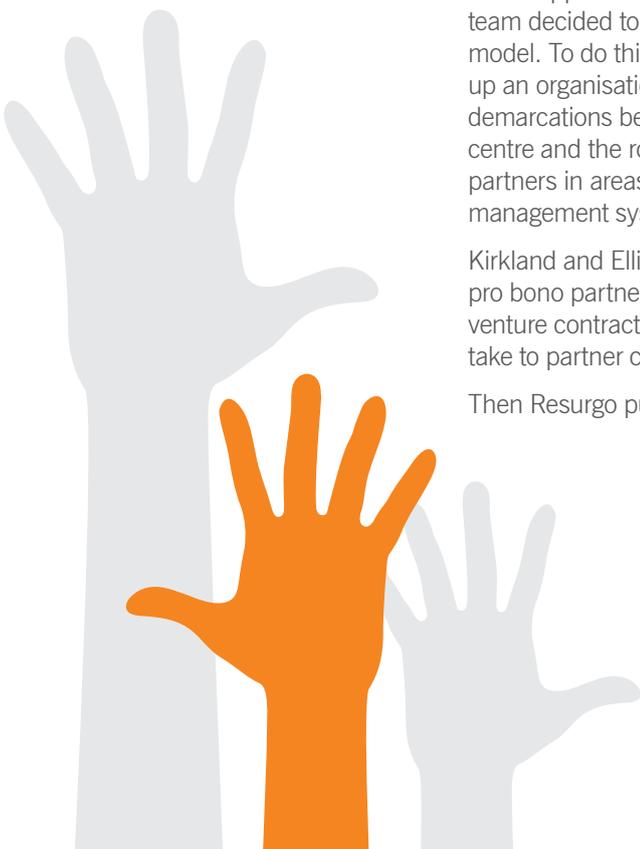
Then Resurgo put it into practice.

Over the next four years, the charity expanded to six new centres across London. Unusually for the sector, the joint venture partners are now just as effective at delivering outcomes as the fully owned centres, and with some cohorts, they're even more effective.

Today, Resurgo works with nearly 700 young people every year, in eight centres across London. Impetus-PEF's pro bono partner, Bain, are working with them on their next five-year strategy, charting growth outside their London footprint, and devising a more sustainable funding model.

The charity's first centre outside London, in St Peter's church, Brighton opened its doors in September 2018. However, growth and financial sustainability remain the charity's biggest challenge.

"We have an excellent model, which is ready to be rolled out," says Jo. "So it's a great frustration that there is no obvious pot of funding available for us to draw on to deliver such an important social outcome: getting young people in to work."



TODAY, RESURGO WORKS WITH NEARLY 700 YOUNG PEOPLE EVERY YEAR, IN EIGHT CENTRES ACROSS LONDON.



06 WHERE NEXT FOR RESURGO



Resurgo has one of the best developed approaches to impact management of any employment charity. Resurgo's outcomes stack up well against national statistics, even though they work with young people who face significant challenges.

And they were one of the first youth employment charities to undertake their own external process evaluation – which determines whether programme activities have been implemented as intended, and resulted in certain outputs. The evaluation confirmed that the programme was robust on both counts.

Their main barrier to growth is not programme quality or consistency, but an external funding market that has been particularly tough for employability charities.

With support from Chiku, the charity is taking an innovative approach to financial stability: by capitalising on its coaching expertise. It has developed a successful commercial wing, offering corporate coaching.

The business plan was developed with the help of Impetus-PEF's pro bono partner, Eden McCallum. In a nice bit of two-way learning, one of Resurgo's first clients was Impetus-PEF, which engaged Resurgo coaches to train its entire team.

**5 new centres
by 2021**

**Supporting
1,000 young
people a year**



WE'RE HELPING YOUNG PEOPLE REALISE THEIR DREAMS. WE JUST NEED FUNDERS TO SHARE OUR VISION, THEN THERE WILL BE NOTHING STOPPING US."

Jo

Since 2016, corporate coaching, for the likes of Burberry and John Lewis among others, has generated £275,000 in revenue. Resurgo is seeking to increase this revenue stream. The government's new apprenticeship levy offers another potential funding opportunity, and Chiku is drawing on Impetus-PEF's policy expertise to determine how Resurgo can access levy funds.

After Brighton, Resurgo aims to set up programmes in Leeds and Reading, as well as coastal towns such as Hastings and Portsmouth. Its target is to open five new centres by 2021, upping its intake to 1,000 young people per year. But with current funding limitations, Jo says that growth will likely be "at a sustainable pace."

With the political landscape changing all the time, the hope must be that greater investment will be made in this area over the coming years. After all, there are nearly one million young people in need of support to get in to work.

If and when that happens, Resurgo will be ready.

"Our work with Impetus-PEF has given us real insight: we know what to be confident about," says Jo. "We're helping young people realise their dreams. We just need funders to share our vision, then there will be nothing stopping us."

07

RESURGO AND IMPETUS-PEF: FACTS AND FIGURES

The value of Impetus-PEF's
support to Resurgo
(2010 – 2017)

Investment team support:

£674,000

Date entered
portfolio:

2010

Years in portfolio:

8



Pro bono services donated:

£721,000



Number of pro
bono projects:

55

Grant funding:

£1,650,000

Total audited support package:

£3,045,000

Funding mix

2010

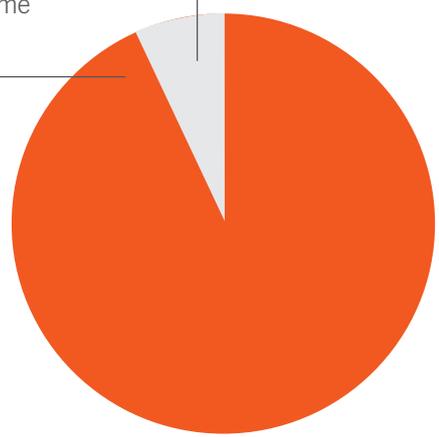


philanthropic

10% earned or statutory income

90% philanthropy

2017



Number of geographical locations, or centres, or programmes:



2 centres in 2010

8 centres in 2017

Charity turnover

£446,000
2010

£2,000,000
2017

Outcomes for young people

37%

of young people enrolled were in work six months later in 2014

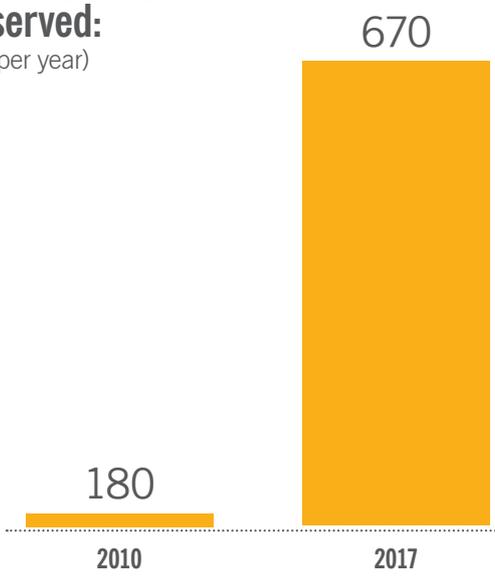


75%

of completers were in work a year later in 2017



Number of young people served:
(per year)



Proportion of young people served with at least one indicator of disadvantage:

65% in 2014



89% in 2017





AYESHA IS IN THE FINAL YEAR OF HER NURSING DEGREE AND SHE'S LOOKING FORWARD TO GRADUATING NEXT YEAR. SHE HAS WORKED HARD TO PROVIDE FOR HER DAUGHTER AND IS PROUD THAT SHE IS A ROLE MODEL TO HER. LIFE HAS TURNED OUT BETTER THAN SHE EXPECTED."



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