



Berkeley
Foundation



Ten years of
social impact

Resilience Fund

Guidelines

About the Berkeley Foundation

The Berkeley Foundation is the grant-making foundation established in 2011 by the Berkeley Group. Our vision is that young people and their communities will have the tools and resources they need to thrive and be a force of change in the world.

We work in the areas where Berkeley Group operates – across London, Birmingham and the South of England. Our funding comes from two main sources. The Berkeley Group provides core funding, and Berkeley staff support our work through fundraising and volunteering events, and through payroll giving. Berkeley Group matches all staff fundraising and covers the Foundation's overheads, so that every penny raised is spent on charitable activity. Find out more on our website: www.berkeleyfoundation.org.uk.

We believe in long-term partnerships, and work to build reciprocal, trust-based relationships with the charities we support. We aim to add value through our relationship with the Berkeley Group, including through staff fundraising and volunteering, and brokering jobs for young people. We work with our partners to evaluate and learn from the work we do together, and use this to inform and improve our strategy and funding decisions, as well as sharing insights more widely.

Our 2030 Strategy



Our new 2030 Strategic Plan has five impact goals, which come together with five commitments about the way we'll work. You can view our 2030 Strategy [here](#).

Resilience Fund

Our Resilience Fund forms part of our new Strategy and represents a £900,000 investment in strengthening the voluntary sector over four years. It aims to support small to medium sized organisations to invest in organisational development and build resilience for the future.

We will distribute grants of up to £30,000 over two years, with 10 grants to be awarded each year. The funding will run alongside a learning and evaluation programme, focused on highlighting best practice and supporting peer learning. Where there is an alignment of skills and needs, successful applicants will be able to access pro bono support, mentoring and additional resources from the Berkeley Foundation and the wider Berkeley Group.

Through this fund, we are looking to support organisations working to improve the mental health and wellbeing of young people from Black and Minoritised communities. **The focus of our funding will be on building organisational resilience and we are unable to consider applications for programme delivery.**

Key dates

11 July 2022 – Applications open

21 July 2022 – Meet the Funder Q&A

22 September 2022 – Meet the Funder Q&A

31 August 2022 – deadline for a decision before Christmas 2022

31 October 2022 – deadline for a decision in March 2023

The Berkeley
Foundation

Fund overview

Aims & objectives

Eligibility

Application
process

Assessment
process

Timelines

Q&A

More than funding

Successful applicants will have a dedicated Partnerships Manager, who will be your main point of contact throughout the duration of the grant. Your Partnerships Manager will aim to meet with you twice a year to discuss the progress of your project and how we may be able to support you.

Pro bono skills and expertise from Berkeley staff

We want our charity partnerships to be about more than just funding. The Berkeley Group has over 2,500 members of staff who may be able to assist your organisation with volunteering, mentoring and skill sharing. We are open to discussing how we might provide further support to your organisation.

Learning programme

We will be funding ten organisations, some of whom may be going through similar experiences and facing similar challenges. We would like to bring the cohort of funded organisations together at key points during the programme, to share and learn from each other. Successful organisations will attend up to two learning sessions in each year of the funding period.

Is this the right fund for you?

We understand that organisational development work requires commitment and capacity. We want to partner with organisations that are ready to deliver this type of work.

We encourage organisations to consider the following questions before submitting an application:

- **Eligibility:** Do you meet the eligibility criteria for the fund?
 - **Feasibility:** Does your organisation have the infrastructure and resource in place to carry out this organisational development work?
 - **Capacity:** Does your organisation have the capacity to fully participate in our Learning programme?
 - **Need:** Have you thought about your organisational development needs? The diagnostic tools and methods below might support your application to the Resilience Fund.
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- ❖ VSCE Strengths Checker - <https://vcsestrengthchecker.org.uk/>
 - ❖ SWOT Analysis - <https://www.cipd.co.uk/knowledge/strategy/organisational-development/swot-analysis-factsheet#gref>
 - ❖ NSPCC's safeguarding and child protection assessment tool - <https://learning.nspcc.org.uk/safeguarding-self-assessment-tool>
 - ❖ The Governance App - <https://thegovernanceapp.org.uk/>
 - ❖ 'Creating Resilience' (CAF, 2021) – [Learnings from a CAF programme](#)

The Berkeley
Foundation

Fund overview

Aims & objectives

Eligibility

Application
process

Assessment
process

Timelines

Q&A

Our goal

Through the Resilience Fund, we hope to give partner organisations the space, time and funding to build their resilience, so that they will be around to support young people and their communities for many years to come.

What do we mean by ‘resilience’?

We believe that building resilience provides an opportunity for organisations to invest in long-term sustainability, over short-term effectiveness.

Our overall goal is that participating organisations will have an **‘improved ability to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper’** (Cranfield University, 2017).

There is no one single success formula for organisational resilience; however, considerable work has been done across the sector to identify the key building blocks. These include, but are not limited to, the five objectives overleaf. We will consider funding projects working towards one or more of these building blocks.

Building blocks to resilience

A clear mission, operationalised through strong strategic planning	Financial sustainability
Activities contributing towards this outcome may include work to refine your mission and vision, understand your wider operating environment, undertake strategic planning, etc.	Activities contributing towards this outcome may include work to develop fundraising strategies, diversify your income streams, etc.
Effective leadership	Operations that are fit for purpose
Activities contributing towards this outcome may include governance reviews, trustee recruitment and training, leadership development, developing your approach to managing risk, youth voice and participation, etc.	Activities contributing towards this outcome may include work to improve your IT systems and digital capabilities, HR processes, impact and performance management, information management, communications, etc.
People and culture that meet your needs	
Activities contributing towards this outcome may include work to develop your diversity, equity and inclusion practices, collaboration and partnership working, co-production, staff training and development, staff wellbeing and resilience, recruitment and retention, etc.	

The Berkeley Foundation

Fund overview

Aims & objectives

Eligibility

Application process

Assessment process

Timelines

Q&A

The Berkeley
Foundation

Fund overview

Aims & objectives

Eligibility

Application
process

Assessment
process

Timelines

Q&A

Eligibility criteria

In order to apply to the Resilience Fund, your organisation must:

- be a registered charity or CIC with an annual income between £100,000 - £1.5m;
- have at least one year of published accounts;
- cover and deliver in at least one of the following geographical areas – Greater London, Berkshire, Buckinghamshire, Hertfordshire, Oxfordshire, Surrey, Kent, Hampshire, West Sussex, Warwickshire and the City of Birmingham;
- deliver services targeted at young people from Black and Minoritised communities* (by targeted we mean more than 50% of your organisation's beneficiaries);
- deliver services that improve the mental health and wellbeing of young people from Black and Minoritised communities;
- apply for funding towards organisational development work and not frontline delivery;
- apply for funding over two years;
- request no more than 20% of your overall turnover in any one year;
- have a safeguarding policy in place before the start of the proposed project;
- not have had support from Berkeley Foundation's Capacity Building Fund in the past.

* This can include people of African, Caribbean, South Asian, East Asian, Latin, Middle Eastern, Eastern European and all mixed heritage that are regarded as a minority in the UK. This can also include White minority communities, such as Gypsy, Roma and Irish Traveller groups.

The Berkeley
Foundation

Fund overview

Aims & objectives

Eligibility

Application
process

Assessment
process

Timelines

Q&A

Priorities

We will prioritise funding for organisations that:

- are led by* people from Black and Minoritised communities;
- are working with young people at key transition points in their lives (for example, leaving care or the justice system, or transitioning between school and college).

* We define 'led by' as a minimum of 70% of the board of trustees and at least 51% of senior staff.

What we can't fund

- Local Authorities and other statutory agencies;
- Schools;
- Organisations with an annual income of under £100,000, or over £1.5m;
- New organisations without at least one year of published accounts;
- Organisations that do not work in our specified geographical areas;
- Individuals;
- Capital projects;
- Work that has already begun;
- Organisations that do not have an up to date safeguarding policy;
- Organisations who have already benefitted from our Capacity Building Fund.

The Berkeley
Foundation

Fund overview

Aims & objectives

Eligibility

Application
process

Assessment
process

Timelines

Q&A

How to apply

We ask all organisations to apply online via the Berkeley Foundation website. You can access the [online application form](#) between 11 July 2022 – 31 October 2022. You can view a Word version of the application form [here](#).

If you have difficulties accessing the online form, please contact us at info@berkeleyfoundation.org.uk and we will be happy to explore alternative ways for you to submit your application.

Detailed step-by-step guidance on the application form is available [here](#). We recommend you develop your answers before starting the online process, as the application form will need to be completed in one sitting.

After you submit your application, you should receive an email, which contains a copy of your application responses. If you do not receive this email, please check your spam folder. If you have not received the email within 24 hours, please contact the Foundation on info@berkeleyfoundation.org.uk to ensure we have received your application.

The Resilience Fund will be open for applications until **31 October 2022**. However, if you would like to receive a decision by Christmas 2022, please submit your application before **5pm on 31 August 2022**.

What we are looking for

Once we receive your application, at least two members of the Berkeley Foundation grants team will score your proposal and budget against the assessment criteria below.

Assessment criteria	Description
Organisational need	We will be looking for evidence that your organisation has a clear resilience need that aligns with our building blocks.
Organisational impact	We will be looking to understand the impact that this work will have on your organisation and how you will be more resilient as a result.
Feasibility of project	We will consider the costs and timescales of this work, alongside your organisation's capacity to deliver it.
Alignment with the fund's theme and criteria	We will take account of the specific services you deliver to improve the mental health and wellbeing of young people from Black and Minoritised communities at key transition points. We'll also consider the proportion of your overall work that these services represent.
Approach to diversity, equity and inclusion	We will prioritise funding for organisations that are led by people from Black and Minoritised communities. We will also be looking for examples of how you involve young people in the direction of your work.

The Berkeley Foundation

Fund overview

Aims & objectives

Eligibility

Application process

Assessment process

Timelines

Q&A

The Berkeley
Foundation

Fund overview

Aims & objectives

Eligibility

Application
process

Assessment
process

Timelines

Q&A

Shortlisted applications

Up to 12 organisations will be shortlisted and contacted by a member of the Foundation team. Organisations choosing to continue with their application will be asked to:

- provide additional supporting documents, including your organisation's latest management accounts and Safeguarding Policy;
- meet with the Foundation team to discuss your application in more depth.

Up to 12 applications will be presented to an external panel of assessors. Panellists will include representatives from the Foundation's existing charity partners. They will apply their own experience of living and working with Black and Minoritised communities, as well as their knowledge of the voluntary sector to their recommendations. We also plan to involve young people in the decision-making process.

The external panel will recommend up to six applications for funding. These will be presented to the Foundation's Finance, Audit and Risk Committee for a final decision, based on the budget available and panel recommendations.

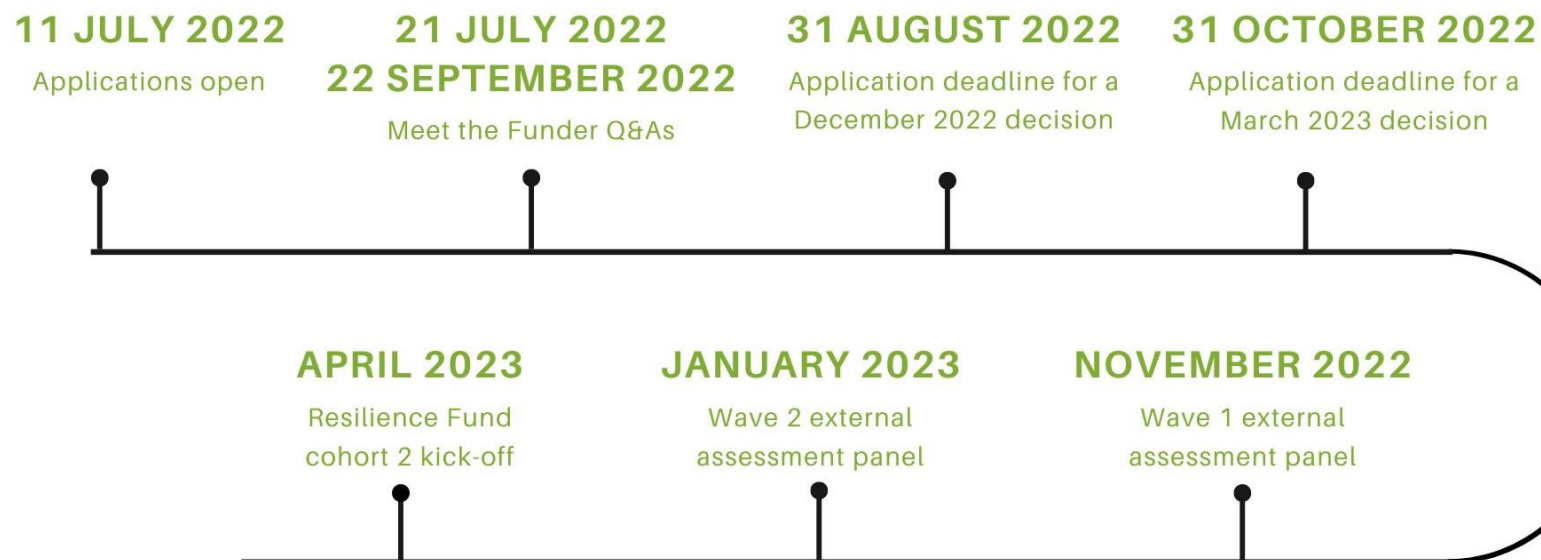
Following the meeting, decisions will be communicated in writing to both successful and unsuccessful applicants. General feedback will be provided to all applicants.

Timelines

The Resilience Fund is open between **11 July 2022 – 31 October 2022**.

- Please apply by **31 August 2022**, for a decision before Christmas 2022 (Wave 1);
- Please apply by **31 October 2022**, for a decision in March 2023 (Wave 2).

Information about Year 3 timelines and the focus of the fund will be available on our website in July 2023.



The Berkeley
Foundation

Fund overview

Outcomes

Eligibility

Application
process

Assessment
process

Timelines

Q&A

Q&As

Q: Do you have any examples of similar projects funded?

A: Yes we do. You can read about the projects we are currently supporting on our website.

Q: Do you have a budget template, which includes your core cost commitment?

A: Yes, we do. Please refer to our application guidance notes.

Q: £30,000 will not cover the total amount needed to deliver our project. Are we still eligible?

A: If your grant request doesn't cover the total cost of the project, we would like to see that you have other funding in place, or a clear funding pipeline. We look very positively on applications where there are other funders involved; however, we will also consider applications where we are the sole funder.

Q: Is there a deadline for when funds should be spent?

A: No, there is no hard deadline by which funds should be spent. We expect all projects to be concluded by April 2025.

Q: Are newly registered organisations eligible to apply?

A: Shortlisted applicants will be subject to financial due diligence. If you are unable to provide a set of annual accounts, we recommend you wait a year before applying.

Q: Our organisation delivers work in some of your geographical areas, but also outside your areas. Are we still eligible?

A: Yes, you are eligible for funding. However, we will prioritise organisations that are fully aligned with our geographical areas.

The Berkeley
Foundation

Fund overview

Aims & objectives

Eligibility

Application
process

Assessment
process

Timelines

Q&A

Contact details

If you have any questions about the Resilience Fund, or would like to discuss your proposal before submitting an application, please contact us and we will be happy to help.

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T: 01932 868 555