
BERKELEY FOUNDATION STRATEGY

2017 EDITION



BERKELEY FOUNDATION MISSION STATEMENT

To help young people, their families and the communities in which we work.

VISION

To make a real difference by helping people to improve their lives, participate actively in society and thrive through their own efforts.

VALUES

The values we conduct our work through are:

INTEGRITY:

We ensure that the Foundation and its charitable partners maintain the highest standards of fairness and integrity.

EFFICIENCY:

We aim to manage the resources invested in the Foundation as efficiently as possible.

INVOLVEMENT:

We make the most of every opportunity to engage Berkeley staff, contractors and supply chain in the Foundation's work.

LEARNING:

We are continuously learning about the nature and needs of the communities we work in, in order to grow our understanding and improve our programmes.

INNOVATION:

We bring a creative and innovative approach to all the Foundation's activities.

SUSTAINABILITY:

We take an environmentally, economically and socially sustainable approach to our activities, and operate in a way that produces lasting impact.

THE BERKELEY FOUNDATION
is the corporate foundation set up by the
Berkeley Group in 2011

We make **GRANTS TO CHARITIES** working
in London and the South of England in four areas:
HOMES, JOBS, SKILLS and CARE

Berkeley meets the overheads of the Foundation so that
EVERY PENNY RAISED goes to charitable activity

We are a **CATALYST FOR CHANGE** for the most
disadvantaged people in our communities

We focus our grant-making on developing
INNOVATIVE SOLUTIONS to social problems

We work hard to harness Berkeley's corporate strengths
and **ENGAGE ALL BERKELEY STAFF** in our work

We have **GROWN OUR COMMITMENT** every year
since 2011 and will continue to do so

We **BUILD LONG-TERM, IMPACTFUL PARTNERSHIPS**
with the public, private and voluntary sectors



INTRODUCTION

In 2011, Berkeley Group looked at the level of inequality and need in London and the South of England, and decided to roll up its sleeves and get involved. We have chosen to focus on the issues that are important to us and on which, working in partnership with others, we can have the greatest impact.

We celebrated the Berkeley Foundation’s fifth anniversary in 2016. We have achieved a great deal in this short period of time. We have committed over £10 million to charitable activity through our themes of **HOMES, JOBS, SKILLS** and **CARE**, and Berkeley staff have raised an amazing £3 million.

We are on track to reach, and in many cases, exceed the targets set out in our current strategy launched in 2014 – an outstanding reflection of the commitment of the business and staff.

We are delighted that this work has been recognised through several charity sector awards over the last 12 months.

However, the context we are working in continues to change rapidly. London is a fast-paced global city, full of opportunity. Its communities are more diverse than ever. It is an exciting place to be young.

But speak to the people sleeping rough on our streets, the parents raising a family in cramped temporary accommodation, or the young Londoners struggling to find their first job, and you get a different picture. You start to see that while London may be open for business, its opportunities are not open to everybody.

For many, things are getting tougher. Homelessness continues to rise, faster in London than anywhere else in the country. Unemployment in the Capital stands at 10.7% for 16-24 year olds; two and half times higher than for those aged 25-64 years. Disabled people are still more than twice as likely to be unemployed as the general population levels of statutory support available have been cut dramatically.

At the same time, the Foundation has matured as an organisation. We have sought to learn and understand more about the complexities of civil society in London and the South. We are now better placed than ever to focus our activities and deliver the greatest value and impact.

We have therefore taken a fresh look at our priorities. Through a series of workshops with civil society stakeholders, we have focused in on those who face the most pressing challenges and have the greatest need of support.

Our four themes, Homes, Jobs, Skills and Care, are inextricably linked. If you are vulnerable in one of these areas, it can have a serious knock-on effect in the others.

Support to build skills, find a decent job, access sustainable housing and manage a health condition may all be steps on the road to leading a stable, fulfilling and independent life.



“The Foundation enriches our working environment and brand. It shows that we can marry commercial success with a real sense of social purpose.”

Rob Perrins
Chairman of the Berkeley Foundation and Chief Executive of the Berkeley Group

In recognition of this, we want to focus our funding on programmes that provide holistic support to those who are most at risk. Wherever possible, we will support high-impact interventions that can help transform people’s lives. We will do this through long-term partnerships with responsive and committed front-line deliverers.

Alongside work with individuals, we also need to step back and look at the bigger picture. Berkeley Group is a high-profile FTSE 250 company with the ability to host and convene events, bring people together and raise awareness of issues.

We want to put the skills and talents of staff within the business to good use, helping to build the capacity of our charity partners and finding innovative new approaches to some of the big issues challenging the communities we work with.

We have produced a revised strategy that is simple to understand, focuses our support where the need is greatest, and harnesses the strengths of Berkeley – from its corporate knowledge and expertise, to the amazing support of its staff.

The following pages lay out **TEN CLEAR PRIORITIES** for our work going forward, the **IMPACT** we are aiming to achieve, and how we will **EVALUATE** whether or not we have been successful. While our targets will be updated every two years from 2018, these priorities set the direction for years to come.

1 HOMES: HELP TO ACCESS AND SUSTAIN GOOD QUALITY HOUSING

Homelessness should not exist at all in modern British society. We are the fifth richest country in the world, and it is profoundly wrong that tens of thousands of people should be living without a roof over their heads. Yet homelessness is rising, particularly in London, where rough sleeping has more than doubled since 2010.



We will have an impact in three ways:

- Work creatively with stakeholders to increase access to good quality, sustainable tenancies for homeless people.
- Fund programmes that help individuals to better sustain their tenancies and avoid homelessness. These may involve financial literacy, training in tenants' rights and responsibilities, help challenging eviction notices, and support to improve wellbeing and emotional resilience.
- Build the capacity of frontline services to operate in a way that builds emotional resilience. This may involve training staff, recognising best practice, and helping services build an evidence base to prove the effectiveness of this approach.



2 JOBS: REDUCED BARRIERS TO WORK

A decent, sustainable job is one of the best routes out of poverty – yet many people still find themselves excluded from the labour market. We believe in helping people to see their own potential and take the next step into employment.



We will have an impact in four ways:

- Working directly with schools to increase the breadth of careers advice young people receive, giving pupils the opportunity to engage with Berkeley staff wherever possible.
- Helping unemployed people to build their qualifications and experience, and ultimately move into employment. This may involve supporting work experience and volunteering, educational or work-based qualifications, job coaching and job brokerage.
- Addressing personal barriers to work, such as poor mental health and lack of access to transport or the internet.
- Supporting at-risk individuals once they have moved into work, to help them sustain their new job. We want people to have job satisfaction and the opportunity to develop and progress in the workplace.



3 SKILLS: DEVELOPING YOUNG PEOPLE'S TALENT

We want to equip young people with the skills to succeed in life. These may be practical things like job search and interview techniques, as well as soft skills such as teamwork, motivation and leadership. Many young people are leaving school without these necessary skills, putting them at risk of becoming unemployed and disengaged in the future.



We will have an impact in three ways:

- Building young people's emotional capabilities, attitudes and aspirations for education, work and the future.
- Funding programmes that build employability and job search skills.
- Ensuring that young people can navigate the available support services and know where they can access the right support for them.



4 CARE: OPPORTUNITY REGARDLESS OF ILLNESS OR DISABILITY

We want everyone to have the opportunity to play a full part in society, regardless of illness or disability. Disabled people are currently less likely to be in employment, hold qualifications, or participate in cultural, leisure and sporting activities than their able-bodied peers. Carers and families, meanwhile, can feel isolated and marginalised by the experience of caring for a loved one.



We will have an impact in three ways:

- Supporting initiatives that address the stigma associated with illness and disability. This will include working directly with Berkeley staff to raise awareness of disability-related issues in the workplace.
- Ensuring that people have access to high quality care and support, where and when they need it.
- Working with organisations that support carers and other family members through the process of caring for or losing a loved one.



5 SUPPORTING THOSE WHO FACE THE GREATEST BARRIERS



Everybody should be given the opportunity to play an active role in society. That means having a decent home. It means fulfilling work, having the skills to make the most of your potential, and actively including marginalised communities.



In consultation with our charity partners, we have identified a number of key groups of people who will be at the heart of our work going forward:

- People facing or experiencing homelessness – particularly homeless young people, homeless women and those affected by domestic violence.
- Unemployed people – particularly 16-24 year olds who are not in employment, education or training, ex-offenders, and those who are long-term unemployed.
- Disadvantaged young people at risk of homelessness or unemployment – particularly young offenders, young people in or leaving the care system, disabled young people, those with mental health problems and young parents.
- People with life-limiting illnesses and their families and carers.

We will support a combination of preventative work with those young men and women most at risk of homelessness or long-term unemployment, and effective interventions for people who are already at crisis point, especially those who have limited existing provision.

We will look for programming that takes a gender-sensitive approach, ensuring that the needs of women and men are taken into account in the planning, implementation and evaluation of all the projects we support.



6 GROWING OUR COMMITMENT TO COMMUNITIES

As the Berkeley Foundation’s overhead costs are covered by the Berkeley Group, we are able to operate on the basis that every penny we receive in fundraising and donations is spent directly on charitable activities.



We will continue to grow our overall level of community investment, committing our funds through three main channels:

- Long-term relationships with key Strategic Partners.
- Partnerships between Berkeley offices and local Designated Charities.
- Smaller grants made on a rolling basis through our Community Investment Fund.



7 ENGAGING BERKELEY STAFF

Berkeley staff make a hugely valuable contribution to the Foundation and are one of our most important resources. Every week, up and down the business, staff are organising fun days, baking cakes, running marathons and climbing mountains in the name of charity.



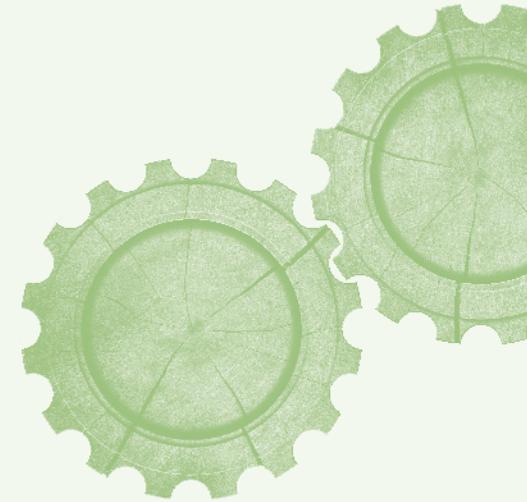
Many dig deep each month and make a personal contribution through Give As You Earn. Hundreds have taken up volunteering opportunities.

Five years in, our challenge is to keep the enthusiasm and momentum going as new staff join the business. In particular, we want to grow the opportunities for Berkeley staff to use their skills to benefit our partner charities – whether they are marketing gurus, financial whizz-kids or expert project managers.



8 CHAMPIONING NEW APPROACHES

We aim to support innovative projects that model new approaches to long-standing social issues or build on the scale or scope of tried-and-tested work to take it to another level. This goes beyond simply funding high quality service delivery.



We want to build an evidence base around alternative approaches to some of the problems that face young people and their communities.

We will also continue to work with our partners to produce research, host and convene events, and bring together key stakeholders to take a fresh look at the issues we are working on.

In this way, we will continue to develop, test and evaluate new responses to some of the most pressing social problems. Wherever possible, we will disseminate our findings in order to influence wider policy and practice.



9 BUILDING SECTOR CAPACITY

Building the capacity of our charitable partners multiplies the impact of our work. It may enable them to reach more people, fundraise more successfully, or operate more sustainably.



This can have an impact which lasts long beyond the lifetime of any individual programme.

We will support our Designated Charities and other small and medium sized charity partners to access capacity building support, whether through skills already available within the Berkeley Group itself, pro-bono management consultancy or other external provision.

We will also continue to support our partner charities to create new roles within their organisations, adding extra capacity that would otherwise be difficult to fund.



10 PARTNERSHIPS WITH THE RIGHT PEOPLE

We cannot do this alone. Finding meaningful solutions to problems faced by disadvantaged young people, their families and communities can only be done with the right people at the table – whether grassroots delivery organisations, sector-leading charities, local authorities, policy-makers or other funders.



We are committed to identifying effective partner organisations who can maximise the impact of each investment. We seek real partnerships – two way relationships that are about sharing skills and expertise as well as funding.

We will also explore new funding models, including funding in collaboration with other organisations and helping partners to leverage our funding, to help our support go even further.



MEASURING THE IMPACT

Our ten priorities set out what we want to achieve in the coming years. To understand whether or not we are really making a difference to people and organisations in our local communities, there will be some important ongoing work.

We will continue to develop and improve our impact practices. This will include:

- Ensuring that new charity partners are selected in line with our priorities.
- Supporting our partners to effectively monitor, evaluate and demonstrate the impact of their work, in a way that is proportionate and appropriate to the nature and scale of the project.

- Agreeing evaluation plans with all new partners, and ensuring suitable evaluation plans are in place with our existing partners.
- Collecting and analysing appropriate impact data from each of our projects on a sustained basis, and using this information to inform and improve our work and that of the wider sector.
- Work towards aggregating our data to understand the impact we are having on the wider social issues we work on.

We have recently joined the London Benchmarking Group, and this will also provide an important framework for the measurement and evaluation of our impact going forward.



We will continue to measure our progress against the targets set out in the 2014 Strategic Plan. We expect to be able to reach or exceed all of these targets a year early, in 2018. We have also added additional performance indicators against our revised priorities.

PRIORITY

BY 2018 WE WILL HAVE:

1 HOMES: HELP TO ACCESS AND SUSTAIN GOOD QUALITY HOUSING

- Supported at least 2,000 people facing or experiencing homelessness.

2 JOBS: REDUCED BARRIERS TO WORK

- Supported more than 1,000 people to overcome barriers to work and move into education, training or employment.

3 SKILLS: DEVELOPING YOUNG PEOPLE'S TALENT

- Helped more than 1,000 young people to develop new skills.

4 CARE: OPPORTUNITY REGARDLESS OF ILLNESS OR DISABILITY

- Provided care, support and opportunities for at least 1,500 people with life-limiting illnesses or disabilities and their families.
- Launched a new staff initiative to address the stigma associated with disability.

5 SUPPORTING THOSE WHO FACE THE GREATEST BARRIERS

- Launched a new partnership supporting women at risk of homelessness.
- Increased our support for homeless young people and young people with mental health problems.

6 GROWING OUR COMMITMENT TO COMMUNITIES

- Invested or committed a total of £10 million in our local communities.

7 ENGAGING BERKELEY STAFF

- Ensured that at least one-third of employees are enrolled in GAYE.
- Grown the overall percentage of staff getting involved in our work each year, so that everyone is doing something for the Foundation every year.

8 CHAMPIONING NEW APPROACHES

- Delivered a major thought leadership event each year, engaging audiences from across the public, private and third sectors.

9 BUILDING SECTOR CAPACITY

- Incorporated a capacity building plan into all local Designated Charity partnership strategies.

10 PARTNERSHIPS WITH THE RIGHT PEOPLE

- Grown from five to eight Strategic Partnerships.

Ultimately, evaluating the impact of the projects we fund ensures that we are continuously learning and improving. It enables us to work with our charity partners to refine our programmes year-on-year. And it helps us to achieve better outcomes for the people and communities who are at the heart of everything we do.

THANK YOU

We would like to thank all the Berkeley staff and Foundation Representatives who helped us develop this strategy, and the Charities Aid Foundation for facilitating the work.

We would also like to thank the following charities who have contributed to its development: The Challenge, The Change Foundation, Crisis, Helen & Douglas House, Leap Confronting Conflict, The Lord's Taverners, The Mayor's Fund for London, Outward Bound Trust, Providence Row, Richard House Hospice, Shelter, SPEAR and Thrive. We learn so much from our partnerships with you.

Finally we would like to reiterate our thanks to The Berkeley Group for its continued support and services, and the amazing Berkeley staff, their families and friends, contractors and supply chain for their ongoing generous support of our work, without which none of this would be possible.

STUART COWEN

Chief Executive of
the Berkeley Foundation



Find out more

To read more about the Foundation
scan the QR code or visit:
www.berkeleyfoundation.org.uk



Berkeley Foundation
Registered Office: Berkeley House, 19 Portsmouth Road, Cobham, Surrey, KT11 1JG
Tel: 01932 868 555
www.berkeleyfoundation.org.uk

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