



# BERKELEY FOUNDATION STRATEGIC PLAN 2018–2021

Helping young people overcome  
barriers, improve their lives  
and build a fairer society

# CONTENTS

Our vision, mission and values	3
The Berkeley Foundation	4
Our journey so far	6
Our impact	8
Why we exist	10
Our theory of change	12
Priority 1: Funding	14
Priority 2: Adding value	15
Priority 3: Learning and sharing	16





# VISION

A society in which every young person can thrive.

# MISSION

We work in partnership to help young people overcome barriers, improve their lives and build a fairer society.

# VALUES

## HAVE INTEGRITY

Build trust by being open, clear and credible.

## BE EFFECTIVE

Manage our resources responsibly to generate long-term impact.

## BE BOLD

Take a creative and innovative approach to all our activities.

## EMPOWER PEOPLE

Work collaboratively, engage others in our work and empower people to create change.

## PROGRESS THROUGH LEARNING

Take every opportunity to develop our knowledge and understanding.



# THE BERKELEY FOUNDATION

Working in partnership, supporting young people.

The Berkeley Foundation is the grant-making foundation established by the Berkeley Group in 2011. We work in partnership with the voluntary sector and others to help young people overcome barriers, improve their lives and build a fairer society.

We do this primarily by funding high-quality frontline support for marginalised young people.

## OUR FOUR FOCUS AREAS ARE:

### A SAFE PLACE TO CALL HOME

Ensuring young people have secure, stable accommodation

### HEALTH AND WELLBEING

Supporting young people to live happy healthy lives

### THE SKILLS TO SUCCEED

Helping young people develop the skills and capabilities they need to thrive

### ACCESS TO EMPLOYMENT

Enabling young people to overcome barriers to work and kick-start their careers

Berkeley Group provides core funding for the Foundation and pays all our overheads. This support means that every penny raised for the Foundation is spent on charitable activities. On top of this, Berkeley staff do an incredible job raising money through a busy calendar of fundraising events and Give As You Earn. Berkeley Group matches everything raised, pound for pound.

However, we almost never ‘only’ give funding. We take a long-term, partnership-focused approach to our work. We want to develop our impact on the organisations we fund, drawing on the expertise, opportunities

and networks available to us to help our partners become stronger, more resilient, and better able to face the challenges ahead.

We are also committed to learning from this work and sharing what we find out. By doing this, we will help develop the wider knowledge base around what works in supporting marginalised young people and, in particular, the ways business and corporate philanthropy can most effectively contribute.

This strategic plan sets out our approach to maximise our impact over the next three years.





# OUR JOURNEY SO FAR



2011      2012      2013      2014      2015      2016      2017      2018

<p>The Berkeley Foundation was <b>established</b> by Berkeley Group with an initial commitment of <b>£1 million per annum</b> to support young people, families and communities in London and the South East of England.</p> <p>Our first major partnerships were established with The Change Foundation and Shelter.</p>	<p>Berkeley staff engagement within the Foundation starts to take off.</p> <p>A new <b>Give As You Earn</b> scheme was launched and ten Berkeley offices select local charities to partner with.</p>	<p>The Foundation was registered as an <b>independent charity</b>.</p> <p>We launch our partnership with Crisis and bring our homelessness sector partners together for the first time to create the <b>'Rethinking Homelessness'</b> campaign.</p>	<p>Creativity Works supports its first cohort of young people into work and Super Is was launched in four London boroughs.</p> <p>Berkeley staff fundraising reaches £1 million.</p> <p>Our five year <b>Strategic Plan</b> was launched.</p>		<p>100 Berkeley staff take part in the London-Surrey Ride 100 raising more than £70,000.</p> <p><b>The Job Creation Programme</b> supports 450 unemployed people into jobs with the Berkeley Group and its supply chain.</p>	<p>A five year independent evaluation of <b>Street Elite</b> finds that the programme provides 'a gold standard for sports based intervention work with young people living on the edge of gangs and crime'.</p> <p>The Foundation wins <b>'Best Commitment to the Local Community'</b> at the Better Society Awards.</p>	<p>The Foundation wins <b>'Best Corporate Foundation'</b> at the Business Charity Awards.</p> <p>New partnerships are launched with MyBnk, Prince's Trust and Imperial College London.</p> <p>Our work has reached 10,000 people, and we have committed more than <b>£10 million</b>.</p>	<p>We commit <b>£280,000</b> to improving young people's mental health, and establish a <b>Capacity Building Fund</b>, which aims to support our partners' organisational development.</p> <p><b>60% of Berkeley staff are involved in our work</b> – more than ever before.</p>
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# OUR IMPACT

Our previous strategy, which ran from 2014 – 2018, has allowed us to have a significant impact on young people, families and communities.



We have invested or committed a total of

**£13.3 MILLION**

in funding,

supporting

**115 CHARITIES**

which between them have **helped**

**16,500 PEOPLE**

to get jobs, move into sustainable housing, build their skills or get the care they need.

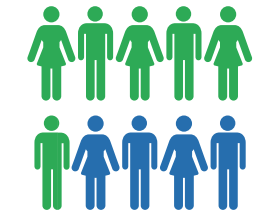


More than

**60% OF  
BERKELEY STAFF**

are involved in our work, raising

**£4.4 MILLION**



for the Berkeley Foundation  
and our partner charities and

volunteering over  
**10,000 HOURS**



every year in their local communities.





# WHY WE EXIST

At the Berkeley Foundation, we believe every young person has enormous potential.

However, there are real inequalities in today's society. These inequalities are complicated and deep rooted, connected to the neighbourhoods we grow up in, our family and school life experiences, the friends we make, and our interactions with authorities, institutions and the state.

They can contribute to young people becoming socially excluded; feeling powerless and misunderstood; experiencing poverty, homelessness, unemployment or mental health problems. Evidence shows that the challenges facing young people are significant:

- Young people are three times more likely to have been homeless in the last five years than older adults.<sup>1</sup> **225,000** young people in London have stayed in an unsafe place because they had nowhere safe to call home and only one in five seek help from the council<sup>2</sup>
- Young people aged 16 – 24 face the highest levels of unemployment in Britain and **62%** of the **790,000** young people who are not currently in employment, education or training are not actively looking for work<sup>3</sup>

- **59%** of working young people feel they need opportunities to develop their skills before they can think about getting a better job<sup>4</sup>
- We know that **50%** of mental health issues are established by age 14 and **75%** by age 24.<sup>5</sup> Yet mental health services for young people are frequently under-resourced, difficult to access, and not meeting the scale of the problem.

We exist to support organisations that take a positive approach to supporting young people, helping them build resilience, overcome barriers, and take control of their futures, so that every young person has the opportunity to thrive.



1. Watts B, Johnsen S, Sosenko F (2015); 2. London Assembly Housing Committee (2017); 3. Office for National Statistics (2017); 4. Prince's Trust Macquarie Youth Index (2018); 5. Kessler RC, Berglund P, Demler O, Jin R, Merikangas KR, Walters EE (2005).

**62%** of the **790,000**  
young people who are  
*NEET* are not actively  
looking for work.

*“It has become obvious that the scale of the problem extends well beyond the bottom decile in society or the few thousand youngsters who miss out on a top university. There is a fracture line running deep through our labour and housing markets and our education system. Those on the wrong side of this divide are losing out and falling behind.”*

**State of the Nation 2017: Social Mobility in Great Britain**  
**Social Mobility Commission, 2017.**

# OUR THEORY OF CHANGE

Our theory of change is the result of consultation with our stakeholders, including our Strategic Partners and key Berkeley staff. It sets out the change we want to bring about, and the activities we carry out to support this goal; all underpinned by the common theme of strong partnership working.

## OVERALL GOAL

A society in which every young person can thrive

## OUTCOMES AND IMPACT

### INDIVIDUAL IMPACT

Young people have:

- A safe place to call home
  - Improved health and wellbeing
- Access to employment
- The skills to succeed

### ORGANISATIONAL IMPACT

Organisations supporting young people are stronger, more resilient, and better able to overcome challenges and operate effectively

### SYSTEMIC IMPACT

Insight and learning about 'what works' in improving the lives of marginalised young people is shared across the voluntary, private and public sectors

## FUNDING

Funding high quality, evidence-based support for young people

Long-term funding

Support to build capacity

Supporting innovation and testing new ideas

## ADDING VALUE

Work experience and job opportunities at Berkeley

Networking and collaboration

Driving improvements in monitoring, evaluation and learning

## LEARNING AND SHARING

Fundraising and skilled volunteering by Berkeley staff

Sharing learning through communications and events

Working in partnership



# PRIORITY 1: FUNDING

We believe in the power of long-term funding. Wherever possible we work with organisations for three years or more. This helps build trust, and provides our partners with stability and consistency. We provide funding to organisations supporting young people to improve their lives through three main routes:



**STRATEGIC PARTNERSHIPS**

Long-term, high value partnerships which operate on multiple levels.



**COMMUNITY INVESTMENT FUND**

Targeted funding, aimed at supporting innovation and building evidence of what works.



**DESIGNATED CHARITIES**

Partnerships between Berkeley offices and local charities, focused on fundraising, volunteering and in-kind support.

OVER THE NEXT THREE YEARS, WE COMMIT TO:

1

Finding projects that will enable us to grow our total funding year on year, so that we are giving at least **£3.5 MILLION BY 2021** through grants, staff fundraising and GAYE.

2

Working in partnership with other funders, businesses and local authorities to develop a more **COLLABORATIVE APPROACH** to funding, which leverages our giving and increases its impact.

3

Launching a **CORE COST COMMITMENT** which will ensure that every grant we make takes a full cost recovery approach.

# PRIORITY 2: ADDING VALUE

As well as funding frontline services, we also use our skills, expertise, resources and networks to create development opportunities for our partners and their beneficiaries. Our partnership with the Berkeley Group provides us with access to wide range of assets and opportunities. We can provide:



**ACCESS TO SKILLED VOLUNTEERING**

by Berkeley staff.



**WORK EXPERIENCE AND JOB OPPORTUNITIES**

with Berkeley Group and its supply chain.



**ADDITIONAL FUNDING**

to help our partners build capacity and address organisational development needs.



**OPPORTUNITIES FOR NETWORKING AND COLLABORATION**

both between our partners and within our wider networks.

OVER THE NEXT THREE YEARS, WE COMMIT TO:

1

Developing a broader range of **SKILLED VOLUNTEERING OPPORTUNITIES** for Berkeley staff, increasing the number of volunteer hours given across the Berkeley Group and measuring the impact of this for both charities and staff.

2

Creating more opportunities for our partners to meet, **NETWORK AND COLLABORATE** with each other and our wider networks.

3

Developing **STRONGER PATHWAYS FOR YOUNG PEOPLE** taking part in Berkeley Foundation programmes to access work experience and **EMPLOYMENT OPPORTUNITIES** with the Berkeley Group and its supply chain.

# PRIORITY 3: LEARNING AND SHARING

We strive to be a learning organisation.

This means:



Working with our partners to **MEASURE THE IMPACT** of our funding in a way that is both rigorous and proportionate.



**COMMISSIONING NEW RESEARCH** where there is a lack of understanding of the issues.



Taking every opportunity to **LEARN FROM AND LISTEN** to the people and organisations we support.

We use what we’ve learned to inform and improve our own strategy and funding decisions, share insights and influence wider policy and practice. We do this by publishing evaluations and reports, convening events and communicating about what didn’t work as well as what did. We aim to be transparent about our grant-making in order to drive improvements for ourselves, other funders and the wider sector.

## OVER THE NEXT THREE YEARS, WE COMMIT TO:

1

Undertaking a **LONG-TERM EVALUATION** of the Foundation’s impact, to be published in 2021. As part of this, we will develop opportunities for partner charities and their beneficiaries to give feedback on our work.

2

Creating a **LEARNING PROGRAMME** which provides space for our partners to share, reflect and develop their work.

3

Raising the Foundation’s profile and ability to influence key stakeholders by developing and implementing a **NEW COMMUNICATIONS STRATEGY**.

# WITH THANKS TO...

The following individuals and organisations took part in the consultation process and provided invaluable insight and advice in the development of this strategy.

Our seven Strategic Partners:

- **CRISIS**
- **IMPERIAL COLLEGE LONDON**
- **MAYOR’S FUND FOR LONDON**
- **MYBNK**
- **LORD’S TAVERNERS**
- **PRINCE’S TRUST**
- **THE CHANGE FOUNDATION**

The Berkeley Foundation Team and Trustees.

Staff from across the Berkeley Group, including the fantastic Berkeley Foundation representatives.







**Berkeley Foundation**

**Berkeley House**

**19 Portsmouth Road**

**Cobham, Surrey KT11 1JG**

**Tel: 01932 868 555**

**[www.berkeleyfoundation.org.uk](http://www.berkeleyfoundation.org.uk)**

Supported by



The Berkeley Foundation is the working name of The Berkeley Charitable Foundation, a registered charity in England and Wales (Charity Number 1152956) a registered company in England and Wales (Registered Number 8548400).