

Berkeley Foundation Resilience Fund Funding Guidelines 2021/22

Contents

Why a Resilience Fund?	2
Executive Summary	3
About the Berkeley Foundation	4
About the Resilience Fund	5
Eligibility criteria	7
How to apply	8
Assessment process	10
Timeline	11
Learning and sharing	12
FAQs	13
Case studies	14

Why a Resilience Fund?

Thank you for your interest in the Berkeley Foundation's Resilience Fund.

Over our first ten years of grant making and partnership with the voluntary sector, we have been privileged to work with fantastic organisations, leaders and frontline staff, giving their all to support the young people and communities in the areas where we work. We have learned from them about the often-precarious nature of life in small-to-medium sized charities – the short-term grant cycles, the small staff and volunteer teams under constant pressure, the constantly changing external environment and the difficulty of investing in organisational development when the need for your services is always growing.

We have also learned a lot about what it means to be a responsible funder in this environment. We have always prioritised long-term partnerships, and over time we've shifted more and more funding into relationships with a timeframe of at least three years. Through our Core Cost Commitment, we fund up to 20% of core costs as part of every grant we make. And in 2018 we launched our Capacity Building Fund, which made an additional £15,000 available to our charity partners to enable them to invest in their organisational capacity.

Our new Resilience Fund builds on this work. It represents our largest-ever investment in charities' organisational development, recognising that, in the months and years that follow the Covid-19 pandemic, small-to-medium sized charities will be under more pressure, and facing more uncertainty, than ever before. Through this fund, we want to help charities carve out the space to focus on building their organisational resilience – whether improved governance, strengthened people power, better financial planning or stronger systems and strategies. We will work with the organisations we fund over two years, sharing what we learn along the way.



The fund forms part of our new 2030 Strategy. For the first time, we have set ourselves a clear strategic objective to support 'A resilient voluntary sector'. This underpins all our other goals because we recognise that everything we do is in partnership, and that the strength of the voluntary sector is integral to the strength of our communities.

Sally Dickinson
Head of the Berkeley Foundation

Executive Summary

We are delighted to launch our new **Resilience Fund**, representing a £900,000 investment in strengthening the voluntary sector.

Over the next four years, the Resilience Fund will provide support for local and grassroots charities to invest in their ability to anticipate, prepare for, respond and adapt to challenge, building resilience for the future.

In its first year, the fund will target building resilience in organisations working to enable young people, aged 16-25, to overcome barriers to work and kick-start their careers.

What does our Resilience Fund offer to voluntary sector organisations?

Eligible organisations will be able to apply for up to £30,000 over two years. 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.

In its first year, the Fund will be open for applications until 6 February 2022, with two decision-making points in December 2021 and March 2022.

Who is eligible to apply for funding?

To apply to the Resilience Fund, organisations must:

- be registered charities or CICs with an annual income between £100,000 - £1.5m;
- cover and deliver in at least one of the following geographical areas – Greater London, Berkshire, Buckinghamshire, Hertfordshire, Oxfordshire, Surrey, Kent, Hampshire, West Midlands, West Sussex, Warwickshire and the City of Birmingham.
- enable young people, aged 16 – 25, to overcome barriers to work and kick-start their careers;
- have at least one year of published accounts;
- be able to demonstrate a commitment to long-term sustainable development;
- not have had support from Berkeley Foundation's Capacity Building Fund in the past.

Dates for your diary

Please ensure that you have taken note of the following key dates:

- 8 October 2021 – applications open
- 19 October 2021 – 'Meet the Funder' Q&A session
- 31 October 2021 – deadline for a decision before Christmas 2021
- 13 January 2022 – 'Meet the Funder' Q&A session
- 6 February 2021 – deadline for a decision in March 2022

About the Berkeley Foundation

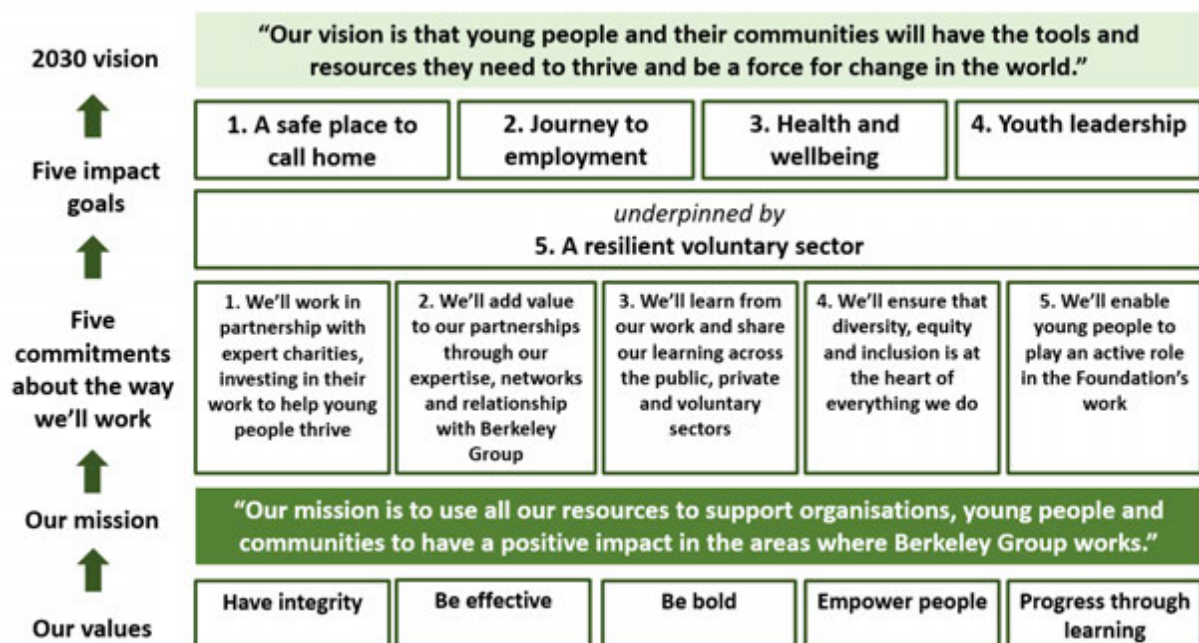
The Berkeley Foundation is the grant-making foundation established in 2011 by the Berkeley Group. Our vision is that young people and their communities will have the tools and resources they need to thrive and be a force of change in the world.

We work in the areas where Berkeley Group operates – across London, Birmingham and the South of England. Our core funding comes from Berkeley Group, which also pays all our overheads. Berkeley Group staff support our work through fundraising and volunteering events, and through payroll giving. In 2020/21 we distributed £2.5m in grants from the Foundation, and Berkeley staff raised £355,000.

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

2021 will see the launch of our new strategy, which has been informed by our first ten years of close partnership working with the voluntary sector. Our new 2030 Strategic Plan has five impact goals, which come together with five commitments about the way we'll work to form an ambitious plan that's focused on working in partnership, involving young people, and building up the voluntary sector, so that the local and grassroots charities supporting our communities today can continue to do so in the future.



About the Resilience Fund

We are delighted to launch the **Resilience Fund**, representing a £900,000 investment in strengthening the voluntary sector.

Over the next four years, the Resilience Fund will provide support for local and grassroots charities to invest in their ability to anticipate, prepare for, respond and adapt to challenges, building resilience for the future.

The Resilience Fund builds on the success of our previous Capacity Building Fund and will distribute grants of up to £30,000 over two years, with c.10 grants to be awarded per year. The grants will be complemented by volunteer support from Berkeley staff where there is an alignment of skills.

In its first year, the fund will be focused on organisations working to help young people on their journey to employment. Future years will focus on supporting organisations in our other priority areas.

What do we mean by resilience?

For the purpose of this fund, we deliberately choose to focus on *organisational resilience*, defined as **'the ability of an organisation to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper'** (Cranfield University, 2017).

Whilst there are many other definitions of resilience, and most address the ability of organisations to futureproof their work and operations against disruption, we believe building resilience is an opportunity for organisations to invest in long-term sustainability, over short-term effectiveness.

It is our assumption that by creating an environment where local and grassroots organisations can focus on sustainably meeting and proactively managing the impact of upcoming challenges, they start building organisational resilience. In other words, organisations will be able to anticipate, prepare for, respond and adapt to change, so that they can continue to support the young people and their communities for years to come.

We will use the terms 'resilience' and 'organisational resilience' interchangeably throughout this paper and the duration of the programme.

2021/22 focus

Through the first year of the Resilience Fund, we are looking to identify, support and strengthen organisations whose work enables young people, aged 16 – 25, to overcome barriers to work and find meaningful employment.

This includes, but is not limited to, organisations that support young people who are long-term unemployed, with caring responsibilities or a lack of qualifications, who are homeless or at risk of homelessness, who have disabilities or mental health issues, and/or who are affected by systemic racism, on their journey to employment.

Programme objectives

Our vision is for young people and their communities to have the tools and resources they need to thrive and be a force of change in the world. We believe that this vision is served by a resilient voluntary sector that is effective, inclusive and well resourced.

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.

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.

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:

- **A clear mission, operationalised through strong strategic planning**
Activities contributing towards this outcome may include work to refine your mission and vision, understand your wider operating environment, undertake strategic planning, etc.
- **Financial sustainability**
Activities contributing towards this outcome may include work to develop fundraising strategies, diversify your income streams, etc.
- **Effective leadership**
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.
- **Operations that are fit for purpose**
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**
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.

Please note that this list is not exhaustive. Please contact us at info@berkeleyfoundation.org.uk if you would like to chat through your proposal before submitting an application.

Eligibility Criteria

Organisations eligible to apply must:

- be registered charities or CICs with an annual income between £100,000 - £1.5m;
- cover and deliver in at least one of the following geographical areas – Greater London, Berkshire, Buckinghamshire, Hertfordshire, Oxfordshire, Surrey, Kent, Hampshire, West Midlands, West Sussex, Warwickshire and the City of Birmingham;
- enable young people, aged 16 – 25, to overcome barriers to work and find meaningful employment;
- have at least one year of published accounts;
- be able to demonstrate a commitment to long-term sustainable development;
- not have had support from Berkeley Foundation's Capacity Building Fund in the past.

Eligible organisations can apply for up to £30,000 over a maximum of two years. Unfortunately, we are unable to fund more than 20% of your total income in any one year, so please consider this in your application.

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 commenced;
- Organisations that do not have an up to date safeguarding policy;
- Organisations who have already benefitted from our Capacity Building Fund.

How to apply

All applications must be made through Berkeley Foundation's [online application form](#), which will be available from 8 October 2021. You will be able to find this on the grants page on our website – www.berkeleyfoundation.org.uk/Grants.

You can view a PDF version of the application form [here](#).

Detailed step-by-step guidance on the application form is available [here](#). We recommend you develop your answers in advance of 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 application answers. 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 first year of the Resilience Fund will be open for applications until 6 February 2022. However, if you would like to receive a decision by Christmas 2021, please submit your application before **5pm on 31 October 2021**.

Application form

The application process consists of five broad sections, designed to allow us to gain a good understanding your organisation and the communities you serve, as well as the scope of the project you are requesting funding for.

Please aim to respond to the questions in a clear and straightforward manner. We encourage you to limit your answers to maximum 300 words for each question.

1. Eligibility check

To ensure that all organisations applying for the Resilience Fund meet our eligibility criteria, all applicants must undertake and pass our short eligibility check. Please note, you will not be able to progress with your application unless you pass our eligibility check.

2. Personal and organisation details

Questions 1 – 15 refer to your personal and organisational contact details. These should be the contact details of the person responsible for this application, who should be in a position to provide further information on the proposal, if needed. Your organisation's name should be as it appears on your governing documents, bank account and Charity Commission register. If you are applying on behalf of a partnership, please choose a lead organisation.

3. About your organisation

Questions 14 – 20 will give us an idea about who you are as an organisation, your purpose and vision, and how you work with the young people and communities you support.

4. About your project

Questions 21 – 32 will cover the work you are requesting funding for in more detail. We are looking to understand how the project will contribute to the development of your organisational resilience.

5. Supporting documents

To help us assess your application as accurately as possible, we ask that you attach:

- A copy of your latest management accounts;
- Your business plan or strategy, or other evidence of future plans for the charity.
- A copy of your up to date safeguarding policy;
- A budget for the project you are proposing.

Management accounts are financial reports that organisations use to track their finances on an ongoing basis. They are usually produced monthly or quarterly. These should cover the period between your most recent published accounts and the month in which you are applying for funding. This may include a copy of your draft statutory accounts.

An example budget is available in Appendix 2, but we welcome other formats too.

Please ensure that your submitted budget also includes a breakdown of expenditure by year.

Full cost recovery

We encourage full cost recovery models and we will fund core costs as a percentage of overall project costs.

Please remember to include lines for staff time and rental costs if relevant. Please show income secured to date in your project budget.

Your total expenditure figure should match your total income figure. If you have not yet secured 100% funding for the project, you should demonstrate where you think the remaining funding will come from and label the status as 'pending'.

An example budget is provided in Appendix 2, and in the application form guidance.

Further help with your application

If you cannot access the online form or you have a question about the funding guidelines, please contact us at info@berkeleyfoundation.org.uk.

A Meet the Funder Q&A will take place on 19 October 2021, and registration is available via [Eventbrite](#). We will aim to answer all general fund-related questions then. If you have a specific question related to your application, please contact us directly and we can then put you in touch with one of our Partnership Managers.

Assessment process

All applications received by the Berkeley Foundation before 31 October 2021 will be assessed based on the following plan:

1. Once we receive your application, two members of Berkeley Foundation staff will score your application and supporting documentation against each of the assessment criteria. In case of a wide score discrepancy, a third member of staff will assess your application.
2. The Foundation team will meet to shortlist, based on their assessments, up to 12 organisations that will subsequently progress to the panel stage.
3. Ahead of the panel, a Berkeley Foundation Partnerships Manager will be in touch with shortlisted applicants to introduce themselves and clarify any outstanding questions.
4. A panel consisting of five members (including both internal and external representatives) will recommend up to six applications for funding. Two young people will sit on the panel as observers.
5. The Foundation's Finance, Audit and Risk Committee will meet in December 2021 to make the final decisions, based on the budget available and panel recommendations.
6. Following the meeting, decisions will be communicated in writing to both successful and unsuccessful applicants.
7. Grant payments will be made in January 2022.

This process will be repeated for applications received between 31 October 2021 and 6 February 2022.

Assessment criteria

Your application form and supporting documentation will be assessed against the following criteria:

1. Your organisation
 - Your understanding of the young people and communities you serve
 - Your impact
 - Your financial circumstances
2. Your project
 - Feasibility, including costs, timeframe and capacity to deliver
 - Likely impact for your organisation

Timeline

The first year of the Resilience Fund is open until 6 February 2022.



- Please apply by 31 October 2021, for a decision in December 2021;
- Please apply by 6 February 2022, for a decision in March 2022.

Information about year two timelines, including funding guidelines and application form guidance, will be available on our website in due course.

A vertical timeline graphic with a green border. At the top, it says "Resilience Fund" in a large serif font, with "TIMELINE" in a smaller sans-serif font below it. The timeline consists of six red circular markers, each containing a date, followed by a description of the event. The events are: 8 OCT Applications open; 19 OCT Meet the Funder Q&A; 31 OCT Deadline for submissions of applications for a December 2021 decision; 13 JAN Meet the Funder Q&A; 6 FEB Deadline for submissions of applications for a March 2022 decision; and APR 2022 Resilience Fund cohort one kick off. At the bottom of the graphic, there is the Berkeley Foundation logo and a "10" logo with the text "Ten years of social impact".

Resilience Fund
TIMELINE

- 8 OCT Applications open
- 19 OCT Meet the Funder Q&A
- 31 OCT Deadline for submissions of applications for a December 2021 decision
- 13 JAN Meet the Funder Q&A
- 6 FEB Deadline for submissions of applications for a March 2022 decision
- APR 2022 Resilience Fund cohort one kick off

Ongoing support

We will be in touch to introduce ourselves to successful applicants. You will have a dedicated Partnerships Manager, who will be your main point of contact throughout the duration of the grant. Our Partnership Managers 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.

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. A draft learning calendar is as follows:

- Organisational resilience workshop – April 2022
- Peer learning session – December 2022
- Impact workshop – February 2023
- Peer learning session – December 2023
- Programme review session – April 2024

Dates will be confirmed with successful applicants, once the Resilience Fund cohort has been established.

Frequently Asked Questions

- *Do you have an example of what has been achieved through the Capacity Building Fund?*

Yes we do. Please refer to the case studies in Appendix 1. We will cover some of this learning at our Meet the Funder session on 19 October.

- *Do you have a budget template, which includes your core cost commitment?*

Yes, we do. Please refer to Appendix 2 and the application form guidance.

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

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.

- *Is there a deadline for when funds should be spent?*

No, there is no hard deadline by which funds should be spent. We expect all projects to be concluded by April 2024.

- *Can we apply for core costs?*

Unfortunately, the Resilience Fund grant cannot be spent in its entirety on day-to-day activities/business as usual. We employ a Core Cost Commitment, whereby you can claim part of your running costs as part of the application. Please check the budget template in Appendix 2, which details this.

- *Are newly registered organisations eligible to apply?*

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.

- *Our organisations delivers work in some of your geographical areas, but also outside your areas. Are we still eligible?*

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

Case studies – Appendix 1

The Berkeley Foundation launched its Capacity Building Fund in August 2018. The aim of the programme was to help existing charity partners to build resilience and capacity, enabling them to overcome organisational challenges and operate more effectively. Between August 2018 and January 2020, the Foundation distributed over £250,000 to 17 charity partners through the fund. Successful organisations reported that investment in capacity building has supported them to respond efficiently during periods of crisis, has improved service delivery and has led to a more efficient use of staff time and resources.



£15,000 towards the development of Salesforce within three core areas of the business – Business Development, Evaluation and Facilitation

By linking specific spends on Sage with programmes on Salesforce, MyBnk increased its accuracy in tracking income and expenditure. This improved funder relationships due to the better data presentation, and reduced the time required to produce financial reports.



£15,000 towards the redevelopment of Surrey Young Carers' website, aiming to make it more accessible and engaging for the caring community

Pre-redevelopment, 2,745 users accessed the website in July 2019 in comparison to 10,258 in March 2020. The charity was quickly able to upload new content relevant to COVID-19, enabling it to rapidly meet users needs.



£15,000 enabling Vauxhall City Farm to employ its first full-time fundraiser to significantly increase its income from trusts, foundations and companies

Since appointing their Fundraising Officer in January 2020, VCF has secured 307,005 of grants income (over twice the target). During the pandemic, it launched an emergency public appeal which has leveraged approximately £165,000 in individual donations since April 2020.



£15,000 towards an evaluation of existing volunteer activity across the charity and long-term plan for the organisational management of volunteers

Based on the consultant's recommendations, Thames Reach hired a Volunteer Programme Manager who has completely overhauled the volunteering programme. She was instrumental in developing an engagement strategy for volunteers during lockdown and delivered training courses to over 100 volunteers so far.

Budget template – Appendix 2

Example Budget Template:

Income	Amount (£)	Status
Own reserves	5,000	Approved
Joe Bloggs Foundation	15,000	Pledged
Berkeley Foundation	36,965	Pending
Total Income	56,965	

Expenditure	Year 1 Amount (£)	Year 2 Amount (£)
Programme Costs (100%)		
Trainer @ x days/week	12,240	12,560
Training	1,500	1,000
Recruitment	2,000	
Staff expenses	1,000	1,000
Refreshments for workshops	1,000	1,000
Materials for workshops	2,000	1,500
Marketing costs	2,500	1,600
Total Programme Costs (£)	22,240	18,660
Other Costs		
Chief Executive @x%	1,860	1,500
Administration support @x%	3,360	3,445
Office & premises overheads @x%	2,300	3,600
Total Other Costs (£)	7,520	8,545
Annual Expenditure (£)	29,760	27,250
Total Expenditure (£)	56,965	

Diagnostic tools – Appendix 3

The diagnostic tools and methods below might support your application to the Resilience Fund.

1. VSCE Strengths Checker - <https://vcsestrengthchecker.org.uk/>
2. SWOT Analysis - <https://www.cipd.co.uk/knowledge/strategy/organisational-development/swot-analysis-factsheet#gref>
3. NSPCC's safeguarding and child protection assessment tool - <https://learning.nspcc.org.uk/safeguarding-self-assessment-tool>
4. The Governance App - <https://thegovernanceapp.org.uk/>
5. 'Creating Resilience' (CAF, 2021) – [Learnings from a CAF programme](#)