



Resilience

Fund

Guidelines

“Resilience has become the backbone of our work this last year. We now have an agreed strategy, new trustees and a new governance model with clear accountability for trustees.”

What is the Resilience Fund?

The Resilience Fund forms part of our [2030 Strategy](#) and represents a £1.35m investment in strengthening the voluntary sector over seven years. It aims to support small-to-medium sized organisations to invest in organisational development and build resilience for the future.

In 2025, we are looking to:

- work with **up to six organisations** focused on building leadership skills in young people, empowering them to positively impact their own lives and the communities in which they live
- target organisations working with young people affected by racist or Islamophobic violence
- fund organisational development work
- award grants of up to £90,000 over three years
- offer a bespoke learning and evaluation programme for successful applicants, focused on highlighting best practice and supporting peer learning

2025 focus

- ✓ This year's fund will focus on supporting organisations that align with our Youth leadership impact goal. We believe that young people should be involved in shaping the services, systems and policies that affect their lives, and have a say over the issues that matter to them.
- ✓ The fund's focus on young people affected by racist or Islamophobic violence is a direct response to the violent riots that we saw in our communities last year.
- ✓ We recognise that racism is a long-term issue and organisations supporting young people affected by racist violence are under immense pressure. We believe that by supporting these organisations to become more resilient, they will be in a stronger position to support young people and their communities to thrive.
- ✓ The fund is open to organisations working with young people affected by all forms of racism.

Eligibility criteria

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

- be registered with the Charity Commission or be a Community Interest Company (CIC) with an annual income between £100,000 - £1.5m;
- have at least one year of published accounts;
- deliver the majority of its work within the following geographical areas – Greater London, Bath and North East Somerset, Berkshire, Buckinghamshire, Hertfordshire, Oxfordshire, Surrey, Kent, Hampshire, West Sussex, and the City of Birmingham;
- be focused on building leadership skills in young people affected by racist or Islamophobic violence, empowering them to positively impact their own lives and the communities in which they live;
- be able to demonstrate that young people have a clear role and voice at every level of the organisation;
- apply for funding towards organisational development work and not frontline delivery;
- apply for funding over three years;
- request no more than 20% of your overall turnover in any one year;
- have a safeguarding policy in place;
- not have had support from Berkeley Foundation's Resilience Fund in the past.

Funding priority

We will prioritise funding for organisations that are led by young people aged 18-30.

We cannot fund:

- organisations with an annual income of under £100,000, or over £1.5m;
- organisations that do not work in our specified geographical areas;
- organisations that do not have an up to date safeguarding policy;
- organisations who have already benefitted from our Resilience Fund;
- new organisations without at least one year of published accounts;
- local Authorities and other statutory agencies;
- schools;
- individuals;
- capital projects;
- work that has already commenced;
- organisations that deliver services outside of the UK.

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Our goal

What do we mean by 'resilience'?

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).

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

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 work that aligns with one or more of these building blocks.



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

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Building blocks to resilience

Building blocks	Examples of work we might fund
A clear mission operationalised through strong strategic planning	<ul style="list-style-type: none">• Refining your mission and vision• Understanding your wider operating environment• Strategic planning
Financial sustainability	<ul style="list-style-type: none">• Developing fundraising strategies• Diversifying income streams
Effective leadership	<ul style="list-style-type: none">• Governance reviews• Trustee recruitment and training• Leadership development• Youth voice and participation
Operations that are fit for purpose	<ul style="list-style-type: none">• IT systems and capabilities• Comms and Marketing• HR processes• Impact and performance management
People and culture that meet your needs	<ul style="list-style-type: none">• Staff training and development• Staff wellbeing and resilience• Recruitment and retention

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How to apply

- ✓ This is a two-stage application process. The first stage includes an eligibility check, accessibility and EDI questions, organisational details, and four questions about your organisation and its resilience needs.
- ✓ We ask all organisations to submit their Stage 1 application via the [Berkeley Foundation website](#). If you have difficulties accessing the online form, please contact us at info@berkeleyfoundation.org.uk or call us on **01932 868 555** and we will be happy to explore alternative ways for you to submit your application. The full application form with guidance notes is available in Word format on our website.
- ✓ Guidance on completing the application has been incorporated into the application form. Please click on the information icon  for additional support.
- ✓ After you submit your Stage 1 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 team.
- ✓ Organisations that have been longlisted at Stage 1 will be invited to submit a full application at Stage 2. A separate link and access code will be shared with longlisted applicants.
- ✓ You will be required to submit a fully developed budget with your application at Stage 2. You can access our budget template and guidance on our [website](#).
- ✓ Shortlisted organisations will be asked to submit up to date management accounts and their safeguarding policy as part of the due diligence process.

Two-stage application process

Stage 1

Eligible organisations can apply between **3 March 2025 (12 noon)** and **28 March (5pm)**, via the [Berkeley Foundation website](#)

Four key questions

Based on past experience, we expect to longlist around 30 organisations at Stage 1 and invite them to submit a Stage 2 application

Unsuccessful organisations will be notified of the outcome and offered general feedback

Stage 2

Longlisted organisations can submit between **28 April 2025 (12 noon)** and **16 May (5pm)**, using an access code supplied by the Foundation team

Six additional questions

Based on past experience, we expect to shortlist around 12 Stage 2 applicants. Shortlisted organisations will be asked to provide additional supporting documents and meet with the Foundation team

Bespoke feedback will be offered to all Stage 2 applicants

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Budget template



- A budget template is available on our [website](#).
- We will fully unrestrict 25% of your grant, giving you the flexibility to apply funds where they are most needed.
- We encourage full cost recovery models so that you can secure funding for all the costs involved in delivering your work. This means that you can request funding for direct project costs and for a proportionate share of your organisation's overheads.
- Your total expenditure figure should match your total income figure. If you have not yet secured 100% funding for the work, you should demonstrate where you think the remaining funding will come from and label the status as 'pending'.

Project Expenditure					
Direct costs					
Expenditure Area	Description	Year 1 (£)	Year 2 (£)	Year 3 (£)	Total (£)
					0
					0
					0
Total direct costs (£)		0	0	0	0
Core costs					
Overheads	Contribution to organisational overheads	Year 1 (£)	Year 2 (£)	Year 3 (£)	Total (£)
					0
Total core costs (£)		0	0	0	0
Total expenditure					
Total expenditure (£)		0	0	0	0
Project Income					
Income Source	Status	Year 1 (£)	Year 2 (£)	Year 3 (£)	Total (£)
Berkeley Foundation (75% restricted)	Pending				0
					0
					0
Total income (£)		0	0	0	0

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What we are looking for

Your proposal will be scored against the following assessment criteria:

Assessment criteria	Description	Overall assessment weighting
Organisational need	We will be looking for evidence that your organisation has a clear resilience need that aligns with our building blocks.	12% (assessed at Stage 1)
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.	23% (assessed at Stage 2)
Feasibility	We will consider the clarity of your plan, alongside the costs and timescales of the proposed work and your organisation's capacity to deliver it.	23% (assessed at Stage 2)
Alignment with the fund's theme and criteria	We are looking to work with organisations focused on building leadership skills in young people affected by racist or Islamophobic violence, empowering them to positively impact their own lives and the communities in which they live.	23% (assessed at Stage 1)
Approach to diversity, equity and inclusion	We are looking for evidence that young people have a clear role and voice at every level of your organisation.	12% (assessed at Stage 2)
Alignment with the fund's priority areas	We will prioritise funding for organisations that are led by young people aged 18-30.	7% (assessed at Stage 1)

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Who is involved in the decision-making process?

- * **Foundation team** - Each eligible application will be assessed by at least two members of the Berkeley Foundation partnerships team - at Stage 1 and Stage 2. Shortlisted organisations will meet with members of the team.
- * **Young people** - We will work with young people supported by our existing charity partners during the longlisting process at Stage 1 and the shortlisting process at Stage 2.
- * **External assessment panel** - We will recruit an expert panel of representatives from across our existing charity partners. They will review all shortlisted applications and apply their own experience and expertise to the decision-making process.
- * **Finance and Risk Committee** - The Panel's five/six funding recommendations will be presented to our Finance and Risk Committee for final decision.

What can successful organisations expect from us?

We are an Open and Trusting Grant-maker
Read more about our funding approach [here](#).

Dedicated Partnerships Manager

Your Partnerships Manager will aim to meet with you twice a year to discuss the progress of your work and support with any challenges you may be facing.

Flexibility

We are flexible to the needs of our charity partners and encourage open conversations about organisational challenges. We will fully unrestrict 25% of your grant.

Wraparound learning programme

Successful organisations will attend up to two learning sessions in each year of the funding period - focused on highlighting best practice and building peer support.

Evaluation support

We will share our Self-Assessment Tool with partner charities, to help them reflect on their resilience journeys. Partners will submit a written report once a year.

Wider support from Berkeley Group

Where there is an alignment of skills and needs, we may be able to offer pro bono support and expertise through our relationship with the Berkeley Group.

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Key dates

The Resilience Fund is open for Stage 1 applications between **3 - 28 March 2025**.



**Please apply
by 28 March
2025 for a
decision in
September
2025.**



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 undertake 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 resources available at the end of this document might support your application to the Resilience Fund.

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Resources

The following diagnostic tools and resources may help support you to think about your organisational development needs and develop your application

- **VSCE Strengths Checker** - <https://vcsestrengthchecker.org.uk/>
- **SWOT Analysis** - <https://www.cipd.org/uk/knowledge/factsheets/swot-analysis-factsheet/>
- **NSPCC's safeguarding and child protection assessment tool** - <https://learning.nspcc.org.uk/safeguarding-self-assessment-tool>
- **The Governance App** - <https://thegovernanceapp.org.uk/>
- **CAF Resilience programme** - <https://www.cafonline.org/charities/strategic-consultancy/caf-resilience-programme/report>
- **Lloyds Bank Foundation Organisational Resilience guide** - <https://www.lloydsbankfoundation.org.uk/media/oxpnlp4e/lbf-organisational-resilience-guide-2022.pdf>
- **NPC Resource Hub** - <https://www.thinknpc.org/resource-hub/>
- **The Decelerator tools and guides** - <https://decelerator.org.uk/tools-and-guides>

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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.

E: info@berkeleyfoundation.org.uk

T: 01932 868 555

For more details about the Berkeley Foundation and our strategic priorities, visit our website [here](#).

