

## **Building Change Trust**

# **Summary of the Business and Operational Plan**

## ***Building Capacity for a New Paradigm***

**Presented to**

**Big Lottery Fund**

**by**

Community Foundation for Northern Ireland  
Business in the Community (NI)  
Community Evaluation Northern Ireland  
Rural Community Network  
Volunteer Development Agency

## **Introduction and Context**

On 5 November 2008 Big Lottery Fund announced details of the Building Change Trust - a multi-million pound investment to help develop and shape the future of Northern Ireland's community and voluntary sector.

The Building Change Trust will invest £10 million over the next 10 years to help community groups and larger voluntary organisations adapt and develop new ways of working.

The Trust will not make grants in a traditional way, but will look at what resources already exist in communities and identify ways to support communities to develop and change.

The following organisations are responsible for the delivery and operation of the Building Change Trust:

- The Community Foundation for NI
- Community Evaluation NI
- Rural Community Network
- Volunteer Development Agency
- Business in the Community NI

The Trust will identify detailed programmes that promote volunteering, develop the local community infrastructure and leadership skills in rural and urban communities. Part of the Trust will be invested to offer loans and advice to community and voluntary organisations.

The Community Foundation will take responsibility for the day to day running of the Building Change Trust.

The community and voluntary sector in Northern Ireland is operating in a time of significant change, the plans developed through the Review of Public Administration are being rolled out, EU funding is declining, the changing nature of society, the developing peace process and the impact of the recession are resulting in new needs and opportunities emerging.

The Trust aims to work with the sector and others to help the sector to be best equipped to deal with the future.

Big Lottery Fund in approving the bid for the formation and operation of the Trust also approved 3 year grants to each of the bid partners to take forward individual and collaborative discrete pieces of work under the Trust themes. That work has commenced. The Trust plans over the coming months to learn from that work and through a process of community consultation and engagement with other stakeholders develop its strategy and action plan detailing what actions it will take from 2010 onwards to support change and transformation within and of the community and voluntary sector.

## **Background**

This summary is from the business and operational plan submitted to the Big Lottery Fund by a partnership led by the Community Foundation for Northern Ireland along with Business in the Community (NI), Community Evaluation Northern Ireland, Rural Community Network, and the Volunteer Development Agency.

It relates to the establishment of the Building Change Trust and the implementation of a Programme for Change 'Building Capacity for a New Paradigm' utilising a £10 million, ten year expendable endowment which over the ten year time frame is anticipated will yield total capital of £12.1m and leave £10.657m available for spend.

## **Mission**

The Building Change Trust mission is to **invest in tomorrow's sector today**, and to support the development of a sustainable infrastructure so that the voluntary and community sector is capable of meeting the challenges of the future.

We envisage a sector that:

- will function effectively within new local government powers and structures
- will be characterised by a high level of active civic engagement and productive collaboration within the sector and between the sector and stakeholders
- will contribute to greater community well-being through effective service delivery and advocacy and development functions.

The overall aim of the Trust is to **build capacity for a new paradigm for the voluntary and community sector.**

## **Strategic objectives**

The mission of the Building Change Trust is embraced in the proposed strap line:

***'Tomorrow's Sector, Today'***

The strategic objectives are:

1. To identify community assets and needs
2. To design and target interventions
3. To build / strengthen / utilise capacity and assets
4. To capture positive change and replicate success

## **Practical outworking**

The practical outworking of the proposal will be concerned with:

1. Supporting community development
2. Developing community and civic engagement through volunteering
3. Building partnerships within and across sectors

#### 4. Enhancing the skills and capacity of the sector

- a. to ensure better governance
- b. deliver services more effectively
- c. work more collaboratively
- d. access/compete successfully for funds.

Rather than deliver the investment through a range of isolated projects the approach of this proposal is for the investment to act as a **catalyst** delivered through a **programme for change model** that establishes and works through a more unified investment plan at the heart of which is identifying what the community has to offer and then utilising this to take forward positive change.

#### Focus areas

Five 'focus areas';

1. Underpinning community development
2. Promoting volunteering,
3. Supporting partnership
4. Skills development
5. Infrastructure support

will form five lenses through which the "programme for change" will be viewed throughout the delivery process.

#### Delivery mechanisms

Three integrated components of delivery will include;

1. Direct support which will underpin core activity across the focus areas and support pilot initiatives enabling flexible targeted direct intervention as appropriate
2. Transformative grants awarded to delivery organisations capable of addressing major transformation issues for example under each of the focus areas or in an integrated manner in order to meet overall objectives
3. A loan fund through Charity Bank and supported by a Regional Investment Readiness Programme

#### Phases of activity

There will be three broad phases of activity as follows:

Phase 1: (Year 1-2) Establishment, profiling community assets and needs

Phase 2: (Year 2-9) Targeted capacity / asset building and transformation with RPA

Phase 3: (Year 9-10) Consolidating the learning and closure.

## Programme implementation overview

		Phase 1	Phase 2								Phase 3	
<b>Programme implementation overview</b>												
Programme development and finalisation bi-ennial review	-	-		-		-		-			-	
Strategic Programme biannual review with on-going involvement of Advisory Circles		X X	X	X	X	X	X	X	X	X	X	X
Consultation	-		X	X	X	X	X	X	X		X	X
Identify Community Assets / needs												
Asset mapping / profiling and review	-			-								
Targeting of resources	-											
Review				X			X				X	
Building of capacity / assets/ skills												
Pilot actions in one or two Local Authority areas												
Roll out post RPA												
Establishment and operation of loan fund												
Transformational grants to build capacity, encourage colaboration/new working												
Learning and reflection (including formative evaluation)												
Inter-sectoral review and policy reference												
Local area community assessment												
Programme 'summative' evaluation												
	Yr 0	1	2	3	4	5	6	7	8	9	10	

## Governance and structure

### Building Change Trust Ltd

There is no formal or legal and financial arrangement between the original bid partners. The Building Change Trust Ltd, which as a distinct legal entity (a Company Limited by Guarantee comprising of a Board of Directors nominated by the bid partners and the Big Lottery Fund, with an independently appointed chairperson), will have a formal relationship with the Community Foundation in respect of its specific role as Trust administrator.

The Community Foundation will take responsibility for the day to day running of the Building Change Trust and a Protector will be appointed by the Big Lottery Fund who will be responsible for ensuring the integrity of the administration of the Trust and the propriety of its procedures.

### Strategic Programme Panel & Advisory Circles

Decision-making will be guided by the Programme for Change and an anticipated Strategic Programme Panel but will lie with the Directors of the Trust.

The Strategic Programme Panel will be chaired by a Trust Director and will consist of representation from the bid partnership along with NILGA; Community Relations Council; Inst. of Governance at Queen's University Belfast; NICVA, DoE, DSD, NIHE, and others as appropriate.

The role of this Panel will be to:

- advise on the strategic direction of the programme of work
- to examine issues relating to the legacy of the programme and the sustainability of the work
- and to consider the progress of the programme.

It is anticipated that this will be supported by groupings of organisations/agencies, each chaired by a member of the Strategic Programme Panel, which will convene as required. It is envisaged that there will be:

- A Community Asset Circle
- A Learning/Reflection Circle
- A Skills Development and Education Circle

## **The Programme for Change**

### **Profiling Community Assets/Needs**

The most innovative aspect of the implementation of this programme will be the application of a unique model for profiling and base-lining community assets as well as needs, which will inform the intelligent design and targeting of capacity building interventions.

CENI in conjunction with the Community Foundation for Northern Ireland has developed a methodology (involving Nominal Group Technique<sup>1</sup>) for measuring such social assets. These social assets can be defined in terms of a number of factors including:

- community capacity (density of community organisations) coupled with
- community capability (effectiveness of such organisations) and
- community social capital (levels of bonding, bridging and linking).

### **Targeting Capacity/Assets Building:**

The results produced will assist the Strategic Programme Panel formulate appropriate interventions to recommend to the Trust appropriate to local circumstances and needs. The results may also be utilised by other stakeholders including local councils to inform community planning and service delivery programmes. Our experience has demonstrated the need for different approaches in different circumstances as shown below and importantly these will be delivered in the context of relevant policies and programmes to ensure complementarity and value added.

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<sup>1</sup> *The Magenta Book: Guidance notes for Policy Evaluation and Analysis*, HM Treasury, July 2003.

<b>Objective</b>	<b>Outcomes</b>
Identify Community Assets/needs	More focussed planning and targeting of investment to communities informed by appropriate base-lining of differential community assets and needs
Target resources effectively	Coordinated, tailored and targeted capacity building interventions to create, build and utilise community assets most effectively.
<b>Build</b> appropriate assets/capacity	<b>More engaged communities</b> within a vibrant well supported voluntary and community sector, participating in active and formal relationships with statutory and other sectors on behalf of their communities as evidenced by: <ul style="list-style-type: none"> <li>• Increased capacity in local infrastructure to support other organisations and to promote and develop volunteering</li> <li>• Increase in number of organisations meeting nationally recognised standards and recognition of importance of volunteering</li> </ul>
<b>Strengthen</b> existing assets/capacity	<b>More effective and representative organisations</b> equipped to meet the challenges of the new environment, as evidenced by Improved governance in organisations through achievement of accredited quality marks (e.g. PQASSO, IIP etc) Improved evidence of progress and outcomes achieved through application of self-evaluation models Improved volunteer management practice in organisations, more confident and empowered volunteers, and improved experience of volunteering for volunteers Evidence of impact of volunteering and numbers, profiles involved, increased involvement of under represented groups in volunteering and increased awareness of organisations of the need to embrace diversity Improved partnership & collaborative working arrangements
<b>Use</b> Assets/capacity	<b>More effective design and delivery of services</b> set in the context of post RPA structures and with new relationships between public, private and voluntary and community sectors as evidenced by: <ul style="list-style-type: none"> <li>• Development of partnerships between sector and statutory agencies to design and deliver local services</li> <li>• Development of local social economy initiatives</li> </ul>
Capture Positive change and replicate success	<b>Greater community well-being</b> as manifested through: Higher levels of community engagement and active involvement of people with the capacity to bring about positive change Less dependent and more sustainable communities supported in the new paradigm

Building, strengthening and utilising assets and capacity

The original bid partners are being resourced by the Building Change Trust for an initial 3 year “Programme for Change”. This includes proposed collaborative work across the 5 partners in two geographic areas termed the “ **Catalyst for Change**”

The types of action envisaged in each focus area through the bid partners' projects will include:

### **Underpinning Community Development**

- Supporting the community development practitioner (paid employee / unpaid volunteer) in their community development practice
- Promoting, informing and supporting the national occupational standards in community development at UK & ROI levels
- Supporting the development of a Strategic Framework for Community Development in Northern Ireland including the establishment of a regional advisory body
- Supporting community development through the implementation of a nationally accredited community benchmarking tool (Community Mark)
- Raise awareness and understanding of social economy sector promoting new ideas and best practice which provide clear pathways to sustainability through income generation and addressing social need at a local level.
- Mapping exercise for the development of a Social Economy Continuum.
- Ensuring wide range and diversity of social economy initiatives relevant to local and regional need.
- Encourage employers/business groups to establish a strategic approach to community work
- Provide Support, advice and guidance to develop an effective tailored community action plans
- Increased business support through business leadership networks to help in local areas of deprivation
- Strategic Seeing is Believing (SIB) to raise awareness of a particular community issue

### **Promoting volunteering**

- Promotion and creation of volunteer opportunities including identification of volunteer opportunities and support for targeted recruitment strategies to reach those currently not involved e.g. young people, older people, and people with disabilities
- Consider existing volunteer projects that have successfully engaged the wider community and had demonstrable impact; record and disseminate the success factors and showcase/share what can be done
- Piloting new models of engagement that enable and respond to community regeneration, the establishment of 4 Timebank schemes both urban & rural where volunteering is identified as in decline. Community ownership and leadership will lie at the heart of these initiatives. They will not be established in isolation but will build on the work of existing organisations such as the volunteer centres and rural community networks. The pilots will be exemplar projects with the potential to be replicated as appropriate.
- Providing greater access to and uptake of opportunities from the business community
- Facilitating and profiling employer champions of best practice in relation to employer supported volunteering
- Organising a number of Seeing is Believing Study visits to raise awareness of volunteering to local employers
- Organising and evaluating a series of themed Volunteering Action Days to mobilise critical mass of employee volunteers and their families

- Facilitating a series of employer supported volunteering workshops to share good practice examples on a national and international dimension
- Organise a major Employer Supported Volunteering Conference (in year 2 and every 2 years thereafter) to showcase volunteering and positioning NI as an exemplar in this area
- Development of a NI Employer Volunteering Awards Scheme and use above Conference to recognise excellence in this area

### **Supporting partnership**

- Promoting new forms of working together between public, private and voluntary and community sectors linked to new structures under RPA on both area and thematic bases e.g. support for modernisation of the volunteer centre network in NI and the establishment of a partnership approach with volunteer centres and rural community networks to support/develop volunteering at a local level and partnership initiatives with BiTC to enable employer supported volunteering and match business skills to organisations through volunteer placements
- Establishment of collaborative working arrangements between delivery organisations
- Supporting a commitment to greater community engagement, consultation and active participation in decision making processes
- Develop working arrangements with employer supply chains to reach into the Third and SME sectors
- Conduct specific research in partnership with key agencies to assess the impact of employer supported volunteering and identify gaps
- Creating 'virtual' communities, bringing together those with common interests and purpose for the sharing of ideas, gaining support, mobilisation of teams and online collaboration
- Increasing awareness and understanding of the social economy through sharing good practice, building networks and raising awareness of opportunities for growth
- Proving networking opportunities to community organisations through the Business Networks.

### **Skills Development**

Providing access to skills development at a number of levels:

- Community development practice and volunteer management that promotes, informs and supports national occupational standards
- Strengthening organisational capacity e.g. governance - leadership training and support; quality systems - exploring and adapting appropriate quality models/approaches for community/voluntary organisations inc. IIP, PQASSO etc and supporting organisations to implement quality models; evaluation - supporting organisations to identify and measure outcomes; social assets - facilitating access and use of data sets to profile local areas and inform development of projects to build assets base
- Building social entrepreneurship including increasing the skills capacity of individuals (social entrepreneurs), giving them new ideas for community enterprises that address local community need
- Supporting community leadership e.g. for policy engagement and planning
- Training in volunteer management practice linked to national occupational standards and the national organisational quality standard

- Support and assessment against Investing in Volunteers national quality standard
- Support to implement the Volunteering Assessment Impact Toolkit to evaluate volunteer involvement in organisations
- Support and training to build a diverse volunteer team.
- Training for volunteers to build their own skills development with accreditation if required
- Research of volunteer involvement in projects
- Assessment or audit of organisational practice in areas of volunteer management, governance and child protection
- Support/mentoring to develop policies and procedures in areas of volunteer management, governance and child protection
- Training in child protection awareness for those working with children and young people and their management committees
- Training the trainers courses to help people train others
- Develop opportunities to use private sector staff development programmes for the benefit of specific community based projects
- Pro Help Campaign of pro bono assistance in Time Bank of help
- Utilise the skills and experience of retired (and soon to be retired) employees through the development of a structured programme that encourages and sustains this key client group and their families
- Make greater use of Management Development programmes designed to fast track emerging talent and ensure a community dimension to such initiatives
- Improve practical skills, knowledge and performance of existing and emerging social economy organisations across Northern Ireland
- Undertaking 'health checks' or Training Needs Analysis with groups to identify gaps in skills and knowledge required to develop and run specific social enterprises with a business focus but addressing social objectives
- Tailored mentoring for community organisations with business leaders from relevant sectors to develop and challenge them
- Master classes between the community organisations and employers on specific and relevant areas of concern

### **Infrastructure support**

- Creating opportunities for local forums – sub the newly configured Local Council level – to offer a community planning and strategic review focus, which would offer a point of involvement for local community groups
- Building the capacity and enhancing the effectiveness of the local infrastructure to support volunteering/community participation and the wider voluntary & community sector
- Support networking and collaboration to encourage reflection; capture and share good practice; encourage cross sector learning and inform policy at local and central government levels.
- Encourage greater representation and involvement of people from business with local community organisations
- BITCNI will develop a new programme 'Adopt a community project' involving a structured agreed support process lasting at least 12 months.
- Structured local networks providing strategic direction for the social economy sector linking into a Northern Ireland wide network
- Providing leadership and networking opportunities for those active in the social economy sector through an integrated approach.

- Signposting to potential resources
- Database of social economy organisations established
- Develop a Partnership/Talent Academy for leaders from all three sectors.

### Capture Change, Replicate Success:

Importantly the community assets profiling model will provide both a mechanism for targeting capacity building initiatives relative to need and also a baseline from which to monitor progress and measure change. Ongoing monitoring data will be collected and collated from partner delivery agents and programme beneficiaries to inform progress and feed into the Learning and Reflection Circle of the Programme. CENi will be responsible for this aspect of the programme for change.

### Income and expenditure cash flows

We are basing our cash flow on an anticipated total realisable capital of £12.1 million (based on 5% annual return net of fees) less set up and running costs (administration and protector) of £1.438 million, leaving £10.657 million to be delivered through the Building Change Trust Programme. The indicative profile of annual expenditure is shown below.

Based on 5% net annual return

	end yr 1	2	3	4	5	6	7	8	9	10
capital	9,855,726	7,295,285	6,495,250	5,446,020	4,340,008	3,174,247	1,945,614	855,829	219,193	10,000,000
growth	481,225	368,823	333,107	287,906	235,238	179,726	121,220	64,563	22,343	1,386
admin	125,499	129,264	133,142	137,136	141,250	145,488	149,852	154,348	158,978	163,748
spend	500,000	2,800,000	1,000,000	1,200,000	1,200,000	1,200,000	1,200,000	1,000,000	500,000	56,832
										10,656,832

### Evaluation

CENi will develop and implement an overall evaluation plan for the programme. This will be complemented by external independent validation which will contribute to the triennial reviews and final report.