



Building Change Trust

Investing in Social Change

Strategy 2010 – 2013

The Building Change Trust was established by the Big Lottery Fund with a National Lottery grant of £10 million as an investment for community capacity building and promotion of the voluntary and community sector in Northern Ireland.

This document sets out in
summary form the strategic plan of the
Building Change Trust for the period 2010 – 2013
Further information and detail is available on our
website at
www.buildingchangetrust.org



Building Change Trust

The Building Change Trust was established in 2008 by the Big Lottery Fund following the submission and acceptance of a proposal developed by the Community Foundation for Northern Ireland, Community Evaluation Northern Ireland, Business in the Community, Rural Community Network and the Volunteer Development Agency.

The Trust is resourced through a National Lottery grant of £10 million as an investment for community capacity building and promotion of the voluntary and community sector in Northern Ireland.

The Trust has charitable recognition and is managed by a corporate Trustee, the Building Change Trust Limited.

The corporate Trustee has 8 Directors drawn from across the community, voluntary and private sectors and a Protector appointed by the Big Lottery Fund.

The Trust will by the 31 December 2018 have invested and expended the £10 million original grant along with any interest generated.

The Trust will support the community and voluntary sector through the development and delivery of and learning from a range of programmes including commissioned work, awards programmes and other interventions.

The Trustee has developed and is pleased to present this strategy and associated programmes setting out how the investment will be used during the period 2010 – 2013.

Mission

Our overall aim is

Investing in social change; working to make today's challenges tomorrow's opportunities.



Distinctiveness of the Trust

Our continuing development and delivery will be distinctive through

More than grant making

We will do more than make grant awards. We will consider non traditional grant making approaches if appropriate. We will also commission specific projects and in doing so will seek to influence practice and policy in the sector and elsewhere.

Supporting innovation

With our resources we will seek to support organisations in their endeavours to work better, smarter and innovatively. We will work collaboratively with the sector and others to identify new ways of working which may inform the sector into the future.

Learning and sharing

We will make a relatively small number of awards along with commissioned projects and will not invest our resources for continuing existing service delivery. Where we do make grant awards we will seek to develop an enduring relationship with grantees to learn from them and to share that learning. We recognise that the sector has a wealth of skill, knowledge and experience along with willingness and determination for ongoing development. We want to harness and contribute to that knowledge and expertise

A strategic focus on change

Our resources are substantial but limited. The environment in which community and voluntary organisations are operating is changing. Reduction in availability of funding, changes in local governance, the recession and wider societal changes all impact. We will use our resources to explore, support and enable positive change for sustainable development and delivery within community and voluntary activity.



Vision

Our vision is of a strong, vibrant, independent and relevant community and voluntary sector in Northern Ireland that

- is effective and makes the best possible use of resources to improve the quality of life for the most disadvantaged and marginalised
- develops and delivers effective services and advocates and drives development for positive change based on sound evidence
- engages and develops positive relationships with communities and with other stakeholders and collaborates productively in pursuit of its overall aims
- inspires, enables and supports more active and involved citizens resulting in the benefit of increased voluntary effort
- is open to new ideas and ways of working and continually learns from and improves what it does
- contributes to developing a shared and inclusive Northern Ireland, that is open and outward looking and encourages the potential of all to be recognised and realised



Aims

With our resources and through our actions we will invest in Northern Ireland's community and voluntary organisations to achieve positive change.

We will invest our resources to

- Increase active citizenship and support community development
- Develop new ways of working and effective cooperation
- Enable the sector to develop and realise an inspiring future vision
- Help create a more independent, confident, risk taking and effective sector

Internally we will work to

- Achieve the best possible stewardship of the time limited Trust fund, through good governance, inclusive communication and meaningful collaboration



Principles

Our work will be guided by the following key principles

- Securing the participation and engagement of individuals and organisations across the community and voluntary sector
- Flexibility and responsiveness in our actions, plans and strategies within the boundaries of the Trust Deed
- Upholding and promoting equality of opportunity
- Being challenging and open to challenge
- Collaborative working where possible and appropriate
- Clear communication and transparency
- Striving for excellence in all that we do



Programmes

In pursuing our aims, we propose to allocate resources during the period 2009 – 2013 as follows:

Initial transformative awards

Individual and collaborative projects proposed by the Community Foundation for Northern Ireland, Business in the Community, the Volunteer Development Agency, Community Evaluation Northern Ireland and the Rural Community Network were outlined in the business plan "Building Capacity for a New Paradigm" submitted to and subsequently approved by the Big Lottery Fund and the Trust. These projects are in receipt of the first transformative grants from 1 January 2009 until 31 December 2011. During this period we will continue to work with the promoters to learn from their projects in shaping our future plans. Further information on these projects can be found both on our website and on the individual organisation websites.

CFNI	£251,651
CENI	£331,010
RCN	£144,100
BITC	£172,000
VDA	£293,980
Funding allocation	£1,192,741

The Trust has also made an award of £1,500 to CO3 in respect of its 2010 Leadership Voyage conference.

Exploring Change

During the period 2010 – 2012, we plan to make up to 60 Exploring Change awards up to a maximum of £20,000 per award.

Each award will enable recipients to complete a project exploring options for change and future sustainability in the context of making a contribution to one or more of our aims.

We will make awards to projects which do more than take an orthodox approach to problem solving. We are particularly interested in innovative projects; which demonstrate the potential for learning within the recipient(s) and outside it and which have the potential to be shared with and influence the wider sector and other stakeholders. We expect that award recipients will work closely with us and influence our and others future plans.

Funding allocation	£1.2 million awards programme with an accompanying evaluation and support programme
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Deliver Change

During the period 2010 – 2013, we plan to make up to 20 Deliver Change awards up to an indicative maximum of £50,000 per award.

Each award will enable recipients start to implement change for future sustainability in the context of making a contribution to one or more of our aims.

We anticipate that these awards will be for more substantial projects where initial and exploratory work on change has been completed and clear change actions have been identified and can be implemented.

We will make awards to projects which do more than take an orthodox approach to problem solving. We are particularly interested in innovative projects, which demonstrate strong potential for change delivery and learning within the recipient(s) and outside it and which have the potential to be shared with and influence the wider sector and other stakeholders. We expect that award recipients will work closely with us and influence our and others future plans.

Funding allocation	£1 million awards programme with an accompanying evaluation and support programme
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Partnership, collaboration and mergers support programme

We will commission a partnership, collaboration and mergers support programme initially for 3 years from 2010 – 2013. The aim of this will be to assist organisations at all levels within the sector to contribute to the debate on the role of collaboration in all its forms, to provide practical support to assist organisations explore the issues and where the path of partnership, collaboration and/or merger is chosen to provide an integrated programme of support, to contribute to learning within the sector and create a legacy for the sector in respect of the issue.

Funding allocation	The programme will be tendered.
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A permanent loan fund for the sector

The Building Change Trust is committed to establishing a permanent loan fund for the Northern Ireland community and voluntary sector.

We recognise that now and in the future the sector will operate in a time of reduced and constrained funding and that innovation and changes in funding and financing arrangements are both inevitable and desirable.

The Building Change Trust will invest in researching, exploring and learning from social investment developments in the rest of the UK and elsewhere with a view to informing future developments in Northern Ireland.

Funding allocation	Permanent loan fund through Charity Bank with a £1 million capital grant Investment in research and development to be confirmed A further £1 million ring fenced for social investment
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Other

We have substantial yet limited resources and a finite lifespan in respect of the £10 million from the Big Lottery Fund. The Building Change Trust is a learning organisation and future actions and programmes will be influenced through the operation of and learning from these initial programmes and ongoing consultation with the sector and other stakeholders.



Building Change Trust

The Building Change Trust is managed by a corporate Trustee, the Building Change Trust Limited.

The Building Change Trust is accepted as a charity by HM Revenue and Customs (XT11390).

The corporate Trustee, the Building Change Trust Limited is registered as a company limited by guarantee in Northern Ireland (NI071182).

For further information please contact us as follows:

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