Annual Report 2012
Foreword; Bill Osborne, Chairperson

Background and history of the Building Change Trust

Summary operational plan and achievements against objectives for 2012 and targets for 2013
- Trust Governance
- Finance and Investment
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Evaluation

Protector’s Report

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Summary Accounts for Building Change Trust Limited

Summary Accounts for Building Change Trust
Foreword

“Innovation comes when the wrong things are used in the wrong way at the wrong time but by the right people” – Niels Bohr Nobel prize winning Physicist.

I would like to start this year’s foreword by expressing my gratitude to my fellow Directors for their, dedication, counsel and intellectual capital freely given to the Trust. It has been a privilege and an enjoyable experience to have served with them on the Trust Board. I want to record a particular note of thanks to Directors Ann McGeeney and Billy Gamble who stood down from the Board during the year.

2012 was our fourth year of operation, this year saw the conclusion of 4 of the 5 projects of the original bid partners of the Trust; the first year of the Advanced Diploma in Third Sector Sustainable Investment commissioned by Charity Bank and the further development of CollaborationNI as the expert and go to source of information, advice and support in respect of collaboration. During the year we also augmented CollaborationNI with the establishment of a linked Collaboration Enabling Fund, commenced on a journey to explore the potential of the use of Community Shares in Northern Ireland and started the ground work in respect of other social finance developments for Northern Ireland.

Having ended the Exploring Change and Deliver Change awards, we engaged with our award recipients and were pleased to finance a small number of follow on awards such as the excellent Fermanagh Trust project which seeks to bring the benefits of renewable energy to the heart of local communities and the proposal from the Holywell Trust to build social enterprises in the North West in the context of the Derry/Londonderry UK City of Culture.

Having been considering the issue of impact measurement for some time we were also very pleased in 2012 to become a formal partner in the UK wide Inspiring Impact programme with 7 other organisations and from 2013 onwards will be investing significant resources in supporting impact practice in the Northern Ireland community and voluntary sector.

The sector is under substantial stress of increasing demand for services combined with reduction in resources. Creating and providing space for dialogue, information sharing, reflection on practice and creative thinking has been an appreciated facet of the Trust’s interventions. The economic turmoil and austerity which is engulfing us all, has a disproportionate impact on the most vulnerable within our society. Local communities are courageously responding on a daily basis to the consequences of this turmoil and our modest investment is an enabling resource to support and develop resilient civic leadership – “the right people” who will be the innovators.

It is not possible to say what will happen in the future, but we can predict what might happen and in 2012 the Trust took some time to explore the future context in which we could be operating and how the Trust might be bold.

We engaged with a wide range of community and voluntary organisations and other stakeholders to consider what action we needed to take to support the sector in the period 2013 to 2018. The Trust has time limited resources and our action must therefore make a distinctive contribution and this can only be achieved by working with others both here and from outside Northern Ireland.
In this 2012 annual report we set out explicitly the outcomes we expect to see from our work in the coming period in respect of Collaboration, Sustainability and Learning and Influence and how all our future actions will be taken under the six thematic areas of Collaboration, Social Finance, Inspiring Impact, Social Innovation, Leadership and finally Creative Space for Civic Thinking.

Like much of our work to date we will develop and implement our detailed action plans in these areas by ongoing engagement and involvement of a range of stakeholders.

All the activity mentioned in the report has been made possible with the funding from The Big Lottery Fund and I would like to thank them not only for the funds but for the foresight to invest £10 million into an independent Trust to assist the sector with change and transformation.

In the document you will find a comprehensive report from the Trust’s Protector Michael Wilson on how we managed our affairs during 2012. On behalf of the Board I would wish to thank him for his diligence and sound counsel on matters pertaining to our corporate governance.

Finally, there remain three people to be acknowledged, they have the unenviable task of listening to the talking and deliberations of the Directors and then are tasked to make it happen. On behalf of Board I would wish to express our immense thanks and gratitude to Nigel, Charlie and Cathy and to their organisation CFNI for their exemplar efforts.

Bill Osborne
Spring 2013
Background and history of the Building Change Trust

The Building Change Trust was established in 2008 by the Big Lottery Fund (BIG) 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 then Volunteer Development Agency (now Volunteer Now).

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 is accepted as a charity by HM Revenue and Customs (XT11390) and is managed by a corporate trustee; Building Change Trust Limited.

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

The corporate Trustee currently has 8 Directors drawn from across the community, voluntary and private sectors and a Protector appointed by the Big Lottery Fund. Each of the original bid partners along with the Big Lottery Fund has the right to nominate one Director to the Board of the corporate trustee. Other Directors including the Chairperson have been recruited following an open recruitment process.

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

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

The specific objects of the Trust as detailed within the Trust Deed are as follows:

“To make awards for charitable purposes for:

- the development, for the public benefit, of the capacity and skills of the members of socially and economically disadvantaged communities in Northern Ireland in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society;

- the promotion, for the public benefit, of the Voluntary Sector, the efficiency and effectiveness of Charities and the effective use of charitable resources in Northern Ireland;

- the advancement, for the public benefit, of citizenship and community development in Northern Ireland;

and thereby increase opportunities for volunteering, enhance the identification and support of best practice and good governance in the Voluntary Sector and the development of the skills of persons working in the Voluntary Sector and enable organisations in the Voluntary Sector to work effectively together for the benefit of the community.”

The development of criteria for distribution of resources and decisions on the distribution of resources are the responsibility of the board of directors of the corporate trustee.
In 2009 the Trust was initially focused on establishment and governance arrangements and on enabling delivery of the actions outlined in the business plan - Building Capacity for a New Paradigm – developed and submitted by the 5 original bidding organisations and accepted by BIG.

Consultation with the sector was also undertaken with a view to informing strategy development and future investment by the Trust. In 2010 following on from the original business plan the Trust developed a strategy and programmes for the 2010 - 2013 period Investing in Social Change, Strategy 2010 – 2013 and significant investment was made in Charity Bank, plans for Collaboration NI advanced and the Trust’s award programmes – Exploring and Deliver Change made a reality.

In 2011 the focus was on implementation of actions previously agreed,

• CollaborationNI was commissioned from NICVA and partners
• Charity Bank were provided with grant aid to support deposit taking, loan making and investment readiness support in Northern Ireland
• In addition to the implementation of individual projects through Exploring Change and Deliver Change Awards the Trust’s own Building Change Added value programme worked with award recipients and others to share their learning and critically consider the other ways in which the NI community and voluntary sector could change for development in the future.

From mid 2011 on the Trust began to consider its strategy and actions for the period 2012 onwards. A number of initiatives have been focused on during 2012

The Trust has been considering what strategic intervention it can make to support the community and voluntary sector focus on impact and has become a partner in the UK wide Inspiring Impact initiative. The aim is to produce and implement a development plan to support impact practice in Northern Ireland.

Having made a £1 million investment in Charity Bank, a further £1 million has been set aside for social finance/investment. On the foot of the study commissioned by Charity Bank and UCIT into the future of social finance in Northern Ireland the Trust believes that our £1 million should be combined with resources of others to develop and implement a programme of investment readiness in Northern Ireland accompanied with new product development. We’ve been developing this area of work and plan to make significant progress during 2013.

We launched the Collaboration Enabling Fund to enhance the support provision already being made through CollaborationNI. The fund which is open to those accessing support from CollaborationNI is aimed at providing additional resources to support collaboration implementation.

We’ve continued with our Added Value Support Programme and have arranged a number of conferences, study trips, seminars singly and in collaboration with others. We’ve also been considering whether or not any of the initiatives supported through our Exploring Change and Deliver Change awards have potential for further development and support.

As we enter our 5th year we are conscious of the need to revisit our strategy and set out a clear plan for the future identifying the key areas we will focus on until 2018. We have commenced that process and provide a summary of our planned future themes and actions in this report.
<table>
<thead>
<tr>
<th>Key issues</th>
<th>Objectives</th>
<th>Targets for 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board and Board sub group meetings</td>
<td>The Directors are facilitated to run the Trust in line with the requirements of the Trust Deed &amp; the Memorandum and Articles of Association</td>
<td>To publish an Annual Report &amp; Accounts for both entities by 25 May 2012</td>
</tr>
<tr>
<td>Protector</td>
<td>To manage the contract with CFNI to ensure high quality management and administration support is delivered</td>
<td>To provide an effective induction for a new Director to the Trust to be nominated by the Rural Community Network.</td>
</tr>
<tr>
<td>Insurance</td>
<td>To comply with BIG requirements in respect of the £10 million grant</td>
<td>To reconvene the sub group that previously considered Trust administration and Chairperson remuneration and to consider the need for additional Trust Directors with particular skill sets and experience and to decide on arrangements for appointment of a Trustee chairperson following the end of current Chairperson's term in December 2012.</td>
</tr>
<tr>
<td>Risk Register</td>
<td>To work with the Directors to ensure the Trust can meet its strategic objectives</td>
<td>To hold 5 meetings of the Trust's Finance and General Purposes Committee during 2012.</td>
</tr>
<tr>
<td>Audit and Annual Report</td>
<td></td>
<td>To hold 6 meetings of the Board of the corporate Trustee during 2012.</td>
</tr>
<tr>
<td>Companies House requirements</td>
<td></td>
<td>To hold one meeting with the Trust original bid partners to review project progress in the first 3 years and consider lessons learned for future activity.</td>
</tr>
<tr>
<td>Reporting to BIG</td>
<td></td>
<td>To hold 3 meetings of the Trust evaluation sub group in 2012.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To prepare and submit 3 quarterly reports to BIG.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To comply in a timely fashion with all legal and other regulatory requirements governing the operation of the charitable Trust and the Trustee company</td>
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</tbody>
</table>
## Trust Governance

### Achievements for 2012

Annual Report and Accounts for the Trust and the corporate Trustee were signed off by the Board and presented to BIG by 30 June 2012.

The corporate Trustee agreed to extend the tenure of the Chairperson, Bill Osborne until 31 December 2014 after which time a new Chairperson will be recruited. Recruiting directors both via nomination by original bid partners and openly remains a challenge with the Protector and Trust solicitors investigating the need for amendment to the company rules and Trust deed. Induction support was provided to the new CFNI nominated Director, Catherine Cooke. Rural Community Network have as yet been unable to nominate a replacement Director.

The Trust’s Finance and General Purposes sub committee comprising Martin McCarthy (Chairperson), and Bill Osborne met 6 times in 2012. The Finance Committee received the Trust management accounts, considered and made recommendations in respect of investments and their performance and considered and agreed any award change requests.

The Trust Board met 7 times during 2012. In addition to Board meetings there was also 1 engagement meeting with the 5 original bid partners, the Trust evaluation subgroup did not meet during 2012 however the Trust did establish two additional subgroups during the year, a Marketing and Communications Subcommittee and also an Advisory Subcommittee for the Inspiring Impact NI initiative. The Marketing and Communications subcommittee comprising Maeve Monaghan and Julie Harrison met once in 2012 whilst the Inspiring Impact Subcommittee comprising Julie Harrison and Maurice Meehan along with external members is scheduled to meet early in 2013.

Quarterly reports covering Jan-Mar 12, Apr – June 12, Jul – Sept 12 were prepared by the Trust Administrator and submitted to BIG with 3 follow up meetings held between the Trust Administrator and BIG staff.

The Trust and corporate Trustee complied with all regulatory requirements relating to the operation of both entities.

### Impact

- A well managed organisation
- Good governance
- A high level of input and attendance by Directors
- Complying with BIG requirements other legal requirements
- Well placed to deliver on strategic objectives

### Commentary

In 2012 there has been some turn over in the membership of the board of the corporate Trustee and concern over the need to recruit additional Directors to support the developing work of the Trust. Further subgroups considering Marketing and Communications and also the Inspiring Impact initiative have been established and highlight a potential mechanism for the involvement of a wider range of stakeholders in the development and delivery of the Trust’s work in the future. If it had been in the initial 3 years, the Trust is no longer defined by the relationship with its founding partners and is now challenged to articulate and deliver a clear programme of transformative work during the period 2013 to 2018.
## Targets for 2013

To publish an Annual Report & Accounts for both entities by 31 May 2013.

To recruit 2 additional Directors and provide an effective induction for a new director to the Trust to be nominated by the Rural Community Network.

To review the Trust Deed and the Trustee company rules to consider necessary changes in respect of director appointments.

To hold 6 meetings of the Board of the corporate Trustee

To hold 6 meetings of the Trust’s Finance and General Purposes Committee

To hold at least 4 meetings of the Trust's Marketing and Communications Subcommittee

To hold 3 meetings of the Inspiring Impact NI Advisory Subcommittee and to consider and agree governance arrangements for the roll out of that initiative from 2013

To prepare and submit 3 quarterly reports to BIG

To comply in a timely fashion with all legal and other regulatory requirements governing the operation of the charitable Trust and the Trustee company
<table>
<thead>
<tr>
<th>Key issues</th>
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<tbody>
<tr>
<td>Manual of Regulations and systems and procedures.</td>
<td>To develop, update and implement a comprehensive Manual of Regulations that meets the needs of the Trust.</td>
<td>Further update and refinement of the Manual of Regulations to take account of the operation of programmes</td>
</tr>
<tr>
<td>Budgets and finance reports to Board</td>
<td>To work with investment advisors and bankers to ensure the return on investments is sufficient to allow the Trust to meet its governance requirements and programme objectives</td>
<td>Annual review of investment performance, Investment Policy Statement and investment manager performance by 30 June 2012</td>
</tr>
<tr>
<td>Appointment of investment advisors</td>
<td>To facilitate decision making by the Board through the provision of accurate investment, financial reports and budgets to Board meetings.</td>
<td>Active involvement in financial management and investment decision making by the Trust’s Finance and General Purposes Committee based on operational cash flow requirements and advice of investment managers</td>
</tr>
<tr>
<td>Ongoing monitoring and review of investments</td>
<td>To effectively manage the finance function of the Trust ensuring all organisation systems and procedures and best practice is adhered to.</td>
<td>Implementation by 30 June 2012 of BACS system as standard method of payment by the Trust</td>
</tr>
<tr>
<td>Decisions in respect of future investments</td>
<td></td>
<td></td>
</tr>
</tbody>
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**Achievements for 2012**

Some amendments were made to the Manual of Regulations established by the Trust in order to enable the Trust to meet operational requirements efficiently and effectively. With the development of the Collaboration Enabling Fund, a grants procedures manual and associated documentation for that fund has also been developed. Following advice in the 2011 audit, the Trust Finance Committee has also begun to consider a draft anti bribery policy with a view to adoption in early 2013.

Performance of investments, Investment Policy Statement and the investment managers performance was considered by the Trust Finance and General Purposes Committee at their June 2012 meeting. Quilter subsequently attended the 30 September Board meeting where these matters were reviewed by the full board. The cumulative return on investment from inception until 31 December 2012 was 15%. No changes were made to the low risk strategy and asset allocation in place and it was agreed to continue with Quilter given their performance to date.

The Trust’s Finance Committee met 6 times in 2012 and considered all matters relating to the financial management of the Trust including considering and agreeing the budget for 2012, considering management accounts and investment performance and decisions needed and making recommendations for action to the full Trust Board.

BACS was established as the main payment method by the Trust in autumn 2012

The audit of the Trust and its corporate Trustee for 2012 carried out by KPMG were both unqualified making only minor recommendations in respect of financial management. The advice to develop an anti bribery policy has been taken on board with further advice and support on this sought from the Trust solicitors.
**Impact**

Comprehensive systems and procedures in place operating effectively.

Investments managed effectively and produce adequate income.

Decisions made on basis of comprehensive and timely financial information.

**Commentary**

As the Trust continues to develop a range of activity to support the sector there will be a continuing focus on development and implementation of appropriate financial management systems and procedures properly supported within CFNI with effective oversight by the finance committee and Trust Board.

In 2012 the focus was on operating and making refinements to the existing financial management arrangements. The finance committee and its relationship with staff and the board are now well established with procedures operating effectively. It is expected that there will be a steady increase in financial administration work and management as the Trust enters its next and final phase of delivery.

**Targets for 2013**

- Further update and refinement of the Manual of Regulations to take account of the operation of programmes and to accommodate new initiatives
- Annual review of investment performance, Investment Policy Statement and investment manager performance by 30 June 2012
- Active involvement in financial management and investment decision making by the Trust's Finance and General Purposes Committee based on operational cash flow requirements and advice of investment managers
- Agreement on an anti bribery policy by 30 June 2013 and consideration of any further recommendations identified in the 2012 annual audit.
<table>
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<tr>
<th>Key issues</th>
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<th>Targets for 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust Strategic and Action Plan</td>
<td>To develop, deliver and use information from a process of stakeholder engagement.</td>
<td>By 31 May 2012 to set out a process and arrangements for the Trust’s work on supporting impact measurement in the Northern Ireland community and voluntary sector including identifying initial practical projects and how the Trust will link with the Inspiring Impact initiative being developed across the rest of the UK by NPC.</td>
</tr>
<tr>
<td>Trust evaluation</td>
<td>To establish, facilitate and service the Strategic Programme Panels and Advisory Circles</td>
<td>By 31 May 2012 to engage with a range of others across the sector and without including funders and government to explore the possibility of joint working with the Trust in respect of impact measurement</td>
</tr>
<tr>
<td>Relationship with original bid partners and their work</td>
<td>To develop, agree, communicate, implement and review an effective strategic and action plan.</td>
<td>By 31 May 2012 to develop a replacement initiative for the terminated Exploring Change and Deliver Change Award Programmes that will enable the Trust to identify, support and work with some of the very best and innovative projects setting out the potential for the sector into the future.</td>
</tr>
<tr>
<td>Involvement of and engagement with other key stakeholders</td>
<td>To gain maximum benefit from the implementation of the bid partners “Building Capacity for a New Paradigm”.</td>
<td>By 30 April 2012 to commission research into Social Innovation in the NI community and voluntary sector and following completion of the research consider the implications and recommendations for the Trust and others to advance the social innovation agenda.</td>
</tr>
<tr>
<td>Existing work</td>
<td>To establish relationships and working arrangements with the CFNI Observatory Project and the other bid partner projects.</td>
<td>By 31 May 2012 to develop a detailed programme plan and budget for the proposed Building Change added value programme to take account of the changes to the previous awards programmes but which will still seek to share lessons of change more widely in the sector.</td>
</tr>
<tr>
<td>Building Change Awards and Added Value programme (direct support, grants)</td>
<td>To commission and manage an external formative evaluation.</td>
<td>By 30 June 2012 to start to consider the future need for and potential of social investment in Northern Ireland and to commence a process of activity to stimulate debate in the sector which will inform decisions both of others and the Trust itself in respect of the further £1 million ring fenced for social investment purposes.</td>
</tr>
<tr>
<td>Charity Bank</td>
<td>To develop and agree a strategy and action plan in respect of direct support and transformative grants.</td>
<td></td>
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</tbody>
</table>
Programme development and implementation

Achievements for 2012

Impact Measurement

Following an extensive period of stakeholder engagement to identify actions needed to support work on impact by the NI community and voluntary sector, the Trust signed up as a partner of the UK wide Inspiring Impact initiative in July 2012. This initiative is working towards a world where high quality impact measurement is the norm and comprises a number of strands of work in an integrated and collaborative programme. The Trust has committed to develop and support a plan for Inspiring Impact in Northern Ireland which will build on the products being developed in the overall UK initiative. To support development of a plan for Northern Ireland the Trust has also entered into a strategic partnership with CENI to implement the initial planning phase and agreed the establishment of a new Advisory subgroup of the Board to support the development of the NI plan. Members of this advisory subgroup have been appointed from across a range of sector infrastructure, delivery organisations and the key government department DSD. Relationships have also been developed with the Concordat Action Team on Outcomes. The Trust intends to agree a plan for Inspiring Impact in Northern Ireland in late June 2013. To further support both the wider UK initiative and also engage specific stakeholders in NI, the Trust also provided a small grant to the Association of Charitable Foundations to develop work with Funders for Impact NI group.

Follow on from Exploring Change and Deliver Change

Whilst the Trust has not agreed on a replacement initiative for the discontinued Exploring Change and Deliver Change Awards Programmes, all existing award holders were invited to engagement sessions in mid 2012 and asked to share the highlights and challenges of their projects and their proposed next steps. From this process two follow on awards have been made to Fermanagh Trust for a further piece of work exploring the community benefits of renewable energy including investigating a pilot project and to the Holywell Trust to develop a programme over the next two years, which will advance and promote change through the exploration of the connection between cultural activities and opportunities for the development of social economy enterprises.
Social Innovation

In Spring 2012 the Trust commissioned research into Social Innovation in Northern Ireland awarding the contract to RSM McClure Watters in association with The Young Foundation. A Research Advisory Group was established chaired by The Young Foundation Associate Robin Murray. Developing and implementing an engaging and innovative research process proved more challenging and time consuming than originally anticipated resulting in an increase in cost and a significant time delay. The Trust now anticipates publishing the research report in spring 2013 and will be considering next steps following that. To explore interest in and potential for work on social innovation in Northern Ireland the Trust also made a Building Change Award to SI Camp to bring their process to Northern Ireland. SI Camp designs innovation programmes for private, public, and social-sector organisations, helping build technical solutions to social challenge.

Added Value Programme

The Building Change Added Value Programme evolved during 2012. One original intention to establish self directed working groups from amongst the recipients of Exploring and Deliver Change award recipients on key thematic areas such as social enterprise wasn't hugely successful although participants reported great benefit from the learning circles which were established. A key focus for 2012 was on the delivery of a range of study visits, seminars and conferences. Notable amongst the range of activities were the regional conversations on social enterprise delivered jointly with Charity Bank, the Collaboration for Social Change conference delivered jointly with CollaborationNI and study visits to Yorkshire and Humber to look at social finance and to Bristol to the annual Locality convention. The Trust anticipates further evolution of the Added Value Programme in 2013 as the awards under Exploring and Deliver Change draw to a close and the Trust plans its work for the 2013 to 2018 period.

Social Finance

Having committed £2 million to social finance development in Northern Ireland, (£1 million capital grant to Charity Bank and a further £1 million ring fenced for social finance), the Trust spent significant time and resources in 2012 considering its future actions in the area. The study visit to Yorkshire was followed by a visit of the Directors to London to meet with a range of social finance intermediaries. Responding to the launch of the joint Charity Bank and UCIT research into social finance in Northern Ireland, the Trust outlined its view on the future actions needed as follows: 3-5 years of NI wide investment readiness, appropriate products for NI, hybrid products initially followed by more complex offerings and a community shares pilot for NI. The Trust invited Charity Bank and UCIT to work together to submit a development proposal to the Trust and in parallel began to engage with government through DSD VCU to suggest joint hosting of a significant social finance seminar. The aim is to develop and implement with a range of partners a comprehensive regional programme of investment readiness and to accompany that with development and testing of appropriate new products. With a small and underdeveloped market for social finance in Northern Ireland, the current challenges facing many organisations and no significant history of collaboration between Charity Bank, UCIT and other social finance providers locally the Trust doesn’t underestimate the challenges but believes significant progress can be made in 2013.
Research and opinion into change in the NI community and voluntary sector

We started to commission a range of opinion pieces in late 2012, somewhat later than originally planned, the first being a piece by Dr Nick Acheson of the University of Ulster on “An independent community and voluntary sector?”. This will be published and an associated seminar organised in Spring 2013. More research and opinion pieces will follow in 2013.

We did some more thinking about the implications of RPA for the community and voluntary sector and commissioned a private opinion piece for the Board’s consideration. We also through our original award to Rural Community Network approved a change to facilitate their delivery of work looking at the preparedness of local government for RPA in the context of maintaining a community development focus. We will consider in our strategy for the period 2013 to 2018 other actions we could take.

We hosted a seminar using the consensus workshop method to consider action needed in terms of leadership support and development within the NI community and voluntary sector. Whilst great ideas were generated we aren’t yet clear if and how we can intervene strategically and appropriately in this area and will be doing further work in 2013.

Impact

An optimal strategy and action plan developed and implemented following appropriate engagement and consultation.
Effective SPP and Advisory circles inputting into Trust plans and programmes Ongoing learning and change from implementation.
Comprehensive frameworks for direct support and transformative grants (and as appropriate) loans developed and implemented

Commentary

In 2012 the pattern of delivery combined with future planning continued albeit with a sharper focus as a number of key strategic objectives for the future began to emerge in respect of collaboration, social finance, social innovation and impact measurement/practice. Given the Trust has a small support secretariat it anticipates that it will largely act as a catalyst and facilitator for programmes of work that will be developed and delivered in a more distributed way in the coming period.

Targets for 2013

Through a process of stakeholder involvement and engagement to develop, approve and commence roll out, with appropriate management arrangements, of a plan for Inspiring Impact NI.

To develop relationships with other key stakeholders in respect of social finance in Northern Ireland with the aim of securing commitment to and resources for a comprehensive collaborative regional programme of investment readiness activity with accompanying appropriate product development.

To commence rollout of an investment readiness programme

To commission a community shares pilot for NI over an initial 2 year period.

To launch research into social innovation in Northern Ireland and to develop a social innovation support strategy in collaboration with other appropriate stakeholders

To work with CollaborationNI and others to consider the future of collaboration support for the NI community and voluntary sector beyond 2013 and to secure support from others for an expanded and further developed programme of support.
To commission and publish on a rolling basis a series of interesting, engaging and challenging opinion pieces, to accompany each with a seminar and to consider the implications for the Trust of the issues raised.

To develop and implement a comprehensive programme of strategic planning and development that will clarify the direction of the Trust and the actions be taken across key thematic areas during the 2013 – 2018 period.

To set out the Trust’s strategy and proposed actions for the future in a coherent framework that also identifies the outcomes sought and the monitoring and evaluation arrangements that will be needed.

### Marketing and Communications

<table>
<thead>
<tr>
<th>Key issues</th>
<th>Objectives</th>
<th>Targets for 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications Plan</td>
<td>To develop high quality and effective communication material and mechanisms for the Trust.</td>
<td>To review and revise the Trust’s marketing and communications strategy</td>
</tr>
<tr>
<td>Corporate branding and logos</td>
<td>To work to ensure that knowledge and information on the Trust is communicated effectively to a range of target audiences</td>
<td>To take account of the recommendations on marketing and communications within the Year 2 BIG evaluation of the Trust in respect of the Trust’s marketing and communications activity</td>
</tr>
<tr>
<td>Corporate communication material</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website</td>
<td>To develop and maintain an effective website.</td>
<td>To develop an enhanced brand design for the Trust making use of the existing logo and applying the enhanced design to a range of marketing and communications material and activity by the Trust and in order that strong and consistent messages are communicated.</td>
</tr>
<tr>
<td>Publications</td>
<td>To ensure that there is ongoing communication with stakeholders to facilitate strategic consultation.</td>
<td>To issue 4 e-bulletins in 2012, spring, summer, autumn and winter</td>
</tr>
<tr>
<td>Stakeholder engagement</td>
<td>To work with BIG as necessary in respect of communications</td>
<td>To continue to develop the Trust website by</td>
</tr>
</tbody>
</table>
<pre><code>                                       |                                                                           | • Uploading a range of topical news stories and other content on a regular basis |
                                       |                                                                           | • Developing multimedia content of the website                                  |
                                       |                                                                           | • Simplifying the website to make navigation easier                            |
                                       |                                                                           | • Applying the new brand design to the website to make it more attractive and engaging to use |
</code></pre>
<p>|                                |                                                                          | To develop social media on behalf of the Trust including the use of Twitter and video and photo sharing platforms |
|                                |                                                                          | To develop and implement a dissemination strategy for the films on the Trust and the 6 projects commissioned from Pixelbrix. |
|                                |                                                                          | To engage with an appropriate range of stakeholders to help inform the Trust’s future plans and to communicate with an appropriate range of stakeholders to disseminate information on the Trust’s future plans. |
|                                |                                                                          | To engage effectively with the new Northern Ireland Assembly and relevant government departments and ministers especially with the Departments for Social Development and Agriculture and Rural Development |</p>
Achievements for 2012

A draft revised marketing and communications strategy for the Trust was developed in late 2012 and presented to members of the new Marketing and Communications Subcommittee. This new strategy proposed a focus on 3 key outcomes – Collaboration, Sustainability, Learning and Influence, one or more of which should be the focus of all marketing and communications activity. The strategy will be enhanced with the development of a detailed marketing and communications action plan and associated budgets in early 2013.

Whilst much work remains to be done progress in 2012 was made as a result of recruitment by CFNI of a Communications Assistant to work 50% on behalf of the Trust. This allowed some important development work to take place. In 2012 we issued 5 e bulletins and have used the newsletter tool to issue 3 further invites and information releases.

In 2012 visits to our website increased substantially compared to 2011 with the figures as follows, visits up to 5929, unique visits up to 3593 (2011 figures 4781 and 3221 respectively).

We developed a twitter account in 2012 and since then have achieved 500 followers and issued 350 tweets. We have also experimented with live tweeting at events.

We commissioned Mick Fealty of Slugger O’Toole to use the google plus hangout platform to curate 6 hangouts as part of our research into social innovation.

We commissioned a new enhanced brand design, making use of our existing logo and colour scheme and commenced applying it to a range of marketing and communications material.

We began to look at improvements to our website and started to make it simpler and clearer to navigate by removing unnecessary and redundant areas. We have more work to do in 2013. In addition to using social media we have used more video on our website in place of static images.

We circulated via our newsletter the 6 films commissioned from Pixelbrix that focused on our background and plans and highlighted some of the projects initially funded.

We carried out an internal communications and perception survey amongst the Trust Directors and the Trust support staff within CFNI. That helped clarify areas of weakness and ideas for improvement.

We continued to develop relationships with key officials within government departments with a focus on DSD and DARD and sought also through targeted newsletters, invites to seminars and study visits and other engagements to maintain and develop relationships with key individuals and organisations within the sector.

We have had less engagement with political representatives than originally planned and will revisit the need and ways to achieve this in 2013.

Impact

Awareness and knowledge of Trust and Trust Programme across community and voluntary sector.

Good engagement between Trust and key stakeholders.

A functional and effective website used by sector and others.
Commentary
During 2012 the Trust made a significant improvement to its marketing and communications activity. The employment of a 50% FTE Communications Assistant by CFNI allowed work to take place on the website and enabled content to be generated in respect of the work of the Trust and used on the website and social media.

The Trust also instituted a formal marketing and communications subgroup in the autumn which by the end of the year had set out a clear plan of work for the development of strategic and operational marketing and communications plans and associated budgets.

Critical to effective marketing and communications by the Trust has been clarity around the messages the Trust is seeking to communicate to the voluntary and community sector and other stakeholders. The Trust has agreed that its role is not to set out what a changed community and voluntary sector in Northern Ireland should look like but rather to work with the sector and others to identify, explore and support positive change in key thematic areas in ways which will help ensure that the sector is strong, vibrant, independent and relevant into the future. Those thematic areas are

**Collaboration: more and better collaboration between organisations**
**Sustainability: increased sustainability**
**Learning and influence: a learning sector which identifies, shares and acts on the lessons of its own and others' work and influences others' actions**

All work will be carried out under sub themes of Social finance, Collaboration, Inspiring Impact, Social Innovation, Leadership and Creative space for civic thinking.

### Targets for 2013

To hold at least 4 meetings of the Trust Marketing and Communications Subcommittee

To regularly review and revise where necessary the Trust’s marketing and communications high level and operational strategies, action plans and budgets

To develop the quality and range of marketing and communications material and activity making maximum use of the enhanced brand design

To develop and manage specific marketing and communications strategies and plans for specific sub programmes of work such as Inspiring Impact which are being developed and delivered through strategic partnerships with others

To issue at least 4 e-bulletins in 2013 in spring, summer, autumn and winter

To continue to develop the Trust website by
  - Uploading a range of topical news stories and other content on a regular basis
  - Developing multimedia content of the website
  - Simplifying the website to make navigation easier
  - Applying the new brand design to the website to make it more attractive and engaging to use

To develop and implement a strategy to engage with elected representatives and key policy makers to test and develop knowledge of the Trust, of its work and the issues facing voluntary and community organisations in Northern Ireland.
Evaluation

During the first 3 years of its operations the Trust has been subject to an external independent formative evaluation commissioned by the Big Lottery Fund. The final evaluation report was issued in late summer 2012 and is available in full on the Big Lottery Fund website. Whilst not formally required to by BIG, the Trust Directors have during each year of this evaluation carefully considered any recommendations made and set out internally their response to them.

The recommendations made in the 2012 are summarised below along with the Trust’s response.

<table>
<thead>
<tr>
<th>Evaluation recommendation</th>
<th>Trust response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governance</strong></td>
<td></td>
</tr>
<tr>
<td>Need for appropriate lead in time</td>
<td>This recommendation applies to BIG</td>
</tr>
<tr>
<td>Need for a Protector</td>
<td>This recommendation applies to BIG</td>
</tr>
<tr>
<td>Need to replace Trustees promptly</td>
<td>The Trust has asked its solicitors to look at amending the Trust deed to deal with delays in appointing Directors, the quorum for Directors decisions has also been reduced to 3 from 4 and a further Director recruitment exercise is planned for 2013.</td>
</tr>
<tr>
<td>Consider work demands placed on voluntary Trust Board</td>
<td>This recommendation applies to BIG, the Trust however is aware of the demands on voluntary directors. The number of core directors meetings have been reduced with sub-committees increasingly taking over responsibility for key areas of work. Whilst the overall workload is unchanged this allows more progress to be made and enables directors to contribute knowledge and experience in key areas.</td>
</tr>
<tr>
<td>Explore options for transferring some powers to the Trust Administrator</td>
<td>The Trust Administrator is not an employee of the Trust and the Trust considers that a high degree of autonomy is already provided in respect of development work on behalf of the Trust. Current arrangements will be kept under review</td>
</tr>
<tr>
<td><strong>Strategy</strong></td>
<td></td>
</tr>
<tr>
<td>Strategy review to identify purpose, direction and activities from 2012 onwards</td>
<td>The Trust accepts the need to define in detail its strategy and action plan(s) for the coming period. Collaboration, Impact, Social Finance and Social Innovation are all key areas of work. The Trust will determine and announce it’s key strategic themes for the future in early 2013</td>
</tr>
<tr>
<td>Development of detailed thematic action plans</td>
<td>The Trust accepts the need for better and clearer communication with the sector, During 2012 a part time Communications Assistant was employed by CFNI on an initial trial basis. Following a review of that it has been agreed that CFNI will employ a 50% FTE Communications Officer for the Trust during the period 2013 – 2018.</td>
</tr>
<tr>
<td>Clear communication to the wider sector</td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Delivery</th>
<th>The Trust remains acutely aware of the need to engage with a range of stakeholders and will continue to do so in development and delivery of strategic objectives. This is necessary as much of the Trust’s work will be progressed through others via distributed work programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A summary report of the work of the bid partners has been collated by CENI and is ready for publication. The Trust will</td>
</tr>
<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>The Trust will continue to adopt a flexible and responsive approach within the confines of the outcomes sought within particular strands of work.</td>
</tr>
<tr>
<td></td>
<td>The Trust remains aware of the diversity of community and voluntary organisations in NI and of their differential needs. The planning for future programmes of work will consider the needs of the sector as a whole including small organisations.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications and marketing</td>
<td>The Trust is supported by a small secretariat within CFNI, over the last 18 months the need for additional support for marketing and communications has been identified and resourced. The trial of a part time Communications Assistant post was positive and as a result the Trust has agreed with CFNI the employment of a 50% FTE Communications Assistant until the end of 2018.</td>
</tr>
<tr>
<td></td>
<td>A marketing and communications subgroup has been established and is overseeing the development and implementation of a detailed strategy and action plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Delivery</th>
<th>Engage with government and other stakeholders including bid partners</th>
<th>The Trust remains acutely aware of the need to engage with a range of stakeholders and will continue to do so in development and delivery of strategic objectives. This is necessary as much of the Trust’s work will be progressed through others via distributed work programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Collate learning from bid partner projects</td>
<td>A summary report of the work of the bid partners has been collated by CENI and is ready for publication. The Trust will</td>
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<tr>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td></td>
<td>Engage with and remain aware of the needs of small organisations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications and marketing</td>
<td>Provide clarity around the support offered by the Trust including that CollaborationNI and some of the Charity Bank work are Trust initiatives.</td>
<td>The Trust is supported by a small secretariat within CFNI, over the last 18 months the need for additional support for marketing and communications has been identified and resourced. The trial of a part time Communications Assistant post was positive and as a result the Trust has agreed with CFNI the employment of a 50% FTE Communications Assistant until the end of 2018.</td>
</tr>
<tr>
<td></td>
<td>Improve the structure and content of the Trust website</td>
<td>A marketing and communications subgroup has been established and is overseeing the development and implementation of a detailed strategy and action plan.</td>
</tr>
<tr>
<td></td>
<td>Review and resource marketing and communications activity</td>
<td></td>
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<tr>
<td></td>
<td>Embrace and use social media</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establish a Marketing and Communications Subgroup from main Trust Board</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop a robust marketing and communications action plan and provide adequate resources for implementation</td>
<td></td>
</tr>
</tbody>
</table>
PROTECTOR’S REPORT 2012

Introduction

In 1961 the American Space Programme was challenged by President John F. Kennedy to move beyond the existing paradigm and it was given until the end of the decade to put a man on the Moon.

'We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, [and] because that goal will serve to organize and measure the best of our energies and skills’...’

One outcome of the successful Moon landing in 1969 was proof of the ability to move beyond existing capabilities. This has a resonance with the challenges set by Big Lottery (‘BIG’) for the Building Change Trust (‘the Trust’) when it was established by BIG with a National Lottery grant of £10m as an investment for community capacity building and the promotion of the voluntary and community sector in Northern Ireland.

Protector

This is my fourth report as the Protector of the Building Change Trust (‘the Trust’) and largely reviews my oversight of the operation of the Trust during 2012. I was invited to become the Protector of the Trust by the Big Lottery Fund (‘BIG’) on 12 November 2008. The legal basis for my appointment is found within a Trust Deed entered into between BIG and the Building Change Trust Limited. I was initially appointed on 12 December 2008 for an initial period of three years which has since been extended until December 2014.

Remuneration of Protector

The Protector receives remuneration from the Trust and details of this are set out in the Trust’s Annual Report.

Role of Protector

The award of £10m by BIG was in the form of a wholly expendable endowment which is to be spent over the 10 year life of the Trust in accordance with the provisions of the Trust Deed. Building Change Trust Limited acts as a Corporate Trustee of the Trust (and in the remainder of this Report I use the term ‘Corporate Trustee’ to refer to Building Change Trust Limited). The Trust Deed is a legal document governing how the funding must be distributed. This document, as well as setting out the objects of the Trust, also provides for the appointment of a Protector and details the powers and duties of the Protector.

1 John F. Kennedy - September 12, 1962
Duties of the Protector

The Protector is required to oversee the work of the Corporate Trustee to ensure that it administers the Trust in accordance with the terms of the Trust Deed and to protect the Trust’s property. The day to day business of the Corporate Trustee is managed by its Board of Directors.

The Trust Deed together with the Memorandum and Articles of Association of the Corporate Trustee set out the formal legal position and role of the Protector.

During the past year I have regularly met with the Corporate Trustee and with BIG to review the work and direction of the Trust and I acknowledge the invaluable help and support that I have received from the Directors of the Corporate Trustee and BIG. I am especially grateful to Bill Osborne and Nigel McKinney, the Chairman and Administrator respectively of the Trust and to Joanne McDowell the NI Director of BIG.

Overview

We are now in the mid years of the Trust's 10 year cycle. In reviewing where it stands and measuring its progress it is worth restating the objects of the Trust which are to make awards for charitable purposes for:

- The development, for the public benefit, of the capacity and skills of the members of socially and economically disadvantaged communities in Northern Ireland in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society;
- The promotion, for the public benefit of the Voluntary Sector, the efficiency and effectiveness of Charities and the effective use of charitable resources in Northern Ireland; and
- The advancement, for the public benefit, of citizenship and community development in Northern Ireland and thereby increase opportunities for volunteering, enhance the identification and support of best practice and good governance in the Voluntary Sector and the development of skills of persons working in the Voluntary Sector and enable organisations in the Voluntary Sector to work effectively together for the benefit of the community.

As I write this Report, in the fifth year of the Trust's operations, it is clear that the Directors have spent much time and energy developing the learning from the formative years of the Trust and identifying those areas in which they believe the assets and resources of the Trust can be put to best use and help to create the new paradigm for Northern Ireland’s voluntary and community sector.

In my 2011 Report I recommended that the Trust ‘should be prepared to make fewer but larger awards and to be informed by other developments affecting the sector including, reacting to changes in public funding, responding to issues emerging from the commendable work being done to measure the outcome of its funded activities, keeping in mind that it is not a traditional funder, and seeking to be ahead of the curve as an independent friend and facilitator of the community and voluntary sector’.

During the past year the Trust has given careful consideration to my recommendation and has identified several distinct areas of ongoing and future action which reflect its formal objects and which will be the main focus of the ongoing work of the Trust:
The Trust has also recognised that it can, and indeed should, work with other organisations in order to achieve its objectives. This requires the Trust to have a robust marketing and communications strategy and I am pleased at the work that it has done in this regard evidenced by the recognition and respect that it has achieved within the voluntary and community sectors.

BIG

I have encouraged the Trust and BIG to consider the opportunities to work together. There is no reason why the Trust should not challenge BIG to work with it where and whenever appropriate, not least as they both champion development in collaboration and social finance. This would compliment the ongoing benefits to the Trust and BIG which are obtained from the regular meetings between the two of them, including the Trust Administrator's quarterly review meetings and the regular ongoing meetings that I have with Bill Osborne and Joanne McDowell. I would also encourage the Trust and BIG to formalise a yearly meeting between the Directors and Committee members of both bodies.

Protector Issues

During the past year I have routinely reviewed with the Corporate Trustee various issues including the following:

- Action taken in relation to issues raised in the my 2011 Report
- The development programmes for the Trust over the next five years
- The effectiveness of the Trust's award programmes to date
- Governance
- The administrative needs of the Trust
- Evaluations of the work and functioning of the Corporate Trustee
- Finance
- Learning form the Trust to date
- The longer term future of the Trust

I am satisfied that the Directors have given their full attention to these and all the matters that I have discussed with them during the year.
Operational and Financial Matters

The Trust continues to maintain place robust financial and administrative arrangements, and to prudently manage its investments overseen by its Finance sub-committee which in turn reports to the Board. The Trust’s funds are prudently and properly invested, and investment returns to date are in line with the challenging targets set by the directors.

Directors and Governance

I express my thanks to each of the Directors for their substantial commitment to the Trust during the past year and, in particular, to Catherine Cooke who joined the Board in 2012. It is also pleasing to record that the Directors have developed a number of sub committees and groups that report to a lesser number of more strategically focused Board meetings. These changes, which make best use of the skills and experience of the individual directors, have increased the efficiency of the work of the Corporate Trustee.

In my previous Report I expressed some concern about the time being taken to appoint a replacement Director by those entitled to so do under the Articles of Association of the Corporate Trustee. It is essential to the ongoing work of the Trust that the Corporate Trustee has a full compliment of directors. I have had further discussions with the Board about this and a possible way of addressing this difficulty would be to give the Directors the power to appoint a replacement director if this has not been done within a defined period of the vacancy arising. Any such change will require consultation with BIG and my formal approval. The Board has obtained initial advices from the Trust’s solicitors on the scope and extent of the proposed changes and this issue is one that should be progressed as quickly as possible.

Charity Bank

In my second Report (2010) I referred to the original proposal for an investment by the Trust of £2 million in Charity Bank. At my request the Board gave further consideration to this investment and subsequently proceeded to award £1 million to Charity Bank as part of its commitment to social finance. Although the development to which I refer below fell outside the calendar year 2012, the nature and amount of the Trust’s investment in Charity Bank is such that I consider it is appropriate to mention it in this Report.

In early 2013 the Corporate Trustee was informed by Charity Bank that, owing to the changes in the regulatory capital requirements applying to all banks, it was working with its regulators, the FSA and the Charity Commission of England and Wales, to amend its Articles of Association. One effect of such a change would be that Charity Bank would cease to be a registered charity. The written Funding Agreement (as amended) entered into between the Building Change Trust and Charity Bank contained a warranty from Charity Bank as to its charitable status and for this and other reasons I directed the Corporate Trustee to obtain legal advice on this issue. I also suggested that it might usefully engage in discussions with Charity Bank to see if an outcome could be reached that would secure the Trust’s funding and safeguard the desired outcomes of its investment with Charity Bank. For my part I formally notified BIG of my concerns and attended the meeting between the Corporate Trustee and Charity Bank.

I am pleased to record that, as a result of discussions with Charity Bank this issue has been satisfactorily resolved and I am reassured that new arrangements that have been agreed between the Trust and Charity Bank have in fact enhanced the Trust’s investment and the anticipated outcomes of the work of Charity Bank within Northern Ireland.
Lessons from the Trust

The creation and endowment of the Trust by BIG was an early example of a model which it has subsequently employed in other areas of need and opportunity. The learning from the experience of this Trust will help to inform the nature of and can stimulate discussion within its younger siblings. As Protector I thank BIG for creating the opportunity for me and the other Protectors to share our experiences. Although it is unnecessary to examine these in any detail in this Report it might be useful to summarise briefly some of the learning and experiences from this Trust:

- The independence of the Trust from both BIG and its promoters
- The degree of flexibility in the recruitment of Board members
- The use of sub-group and committees of the Board
- Having administrative recourses that match the demands of the Trust
- The remuneration of the Chairman and or other members of the Board
- The creation of a ‘quiet period’ after the inception of the Trust and before it embarks upon substantial award programmes
- The optimum level of internal and external evaluations by the Trust and BIG
- The future of the Trust beyond the initial period of operation agreed with BIG
- The management and investment of the Trust’s endowment
- The measurement of learning from the Trust

Conclusion

The Directors remain focused on the challenges and opportunities presented by the Trust.

With their hard work and vision the Trust has matured significantly in the past year and I have every confidence that it is on course to create the framework for a new paradigm within the voluntary and community sector.

Michael Wilson
[27] May 2013
**Programmes progress in 2012 and targets for 2013**

<table>
<thead>
<tr>
<th>Initial transformative awards</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aims</strong>&lt;br&gt;To build capacity for a new paradigm for the voluntary and community sector that will be characterised by a high level of active civic engagement, more effective services, and greater community well-being</td>
</tr>
<tr>
<td><strong>Funding allocation</strong>&lt;br&gt;£1.2 million</td>
</tr>
<tr>
<td><strong>Timescale</strong>&lt;br&gt;Initial transformative awards cover the period 01/01/09 – 30/09/13</td>
</tr>
<tr>
<td><strong>Total targets</strong></td>
</tr>
<tr>
<td>In 2009, Building Change Trust awarded Transformative Grants to a partnership of five organisations – Business in the Community (BITC), Community Evaluation Northern Ireland (CENI), Community Foundation Northern Ireland (CFNI), Rural Community Network (RCN) and Volunteer Now (VNOW). This partnership had been responsible for developing the original vision and putting together the successful bid to the Big Lottery Fund which resulted in the establishment of the Trust as an independent entity in late 2008.</td>
</tr>
<tr>
<td>The partnership was experimental, bringing together five regional infrastructure organisations in an attempt to synthesise their individual expertise and develop innovative approaches to supporting transformation and change in the voluntary and community sector.</td>
</tr>
<tr>
<td>Over the three years of Trust funding, each of the partners delivered a programme of work reflecting their particular organisational focus:</td>
</tr>
<tr>
<td>• <strong>BITC</strong> on mobilising the private sector in a new way to engage with and support the voluntary and community sector;</td>
</tr>
<tr>
<td>• <strong>CENI</strong> on reviewing and assessing the sector’s evaluation needs and exploring and developing appropriate approaches to address those needs;</td>
</tr>
<tr>
<td>• <strong>CFNI</strong> on the development of a Policy Observatory to appraise the impact of changes in the sector and identify best practice, new models and influence policy development;</td>
</tr>
<tr>
<td>• <strong>RCN</strong> on community development and supporting the rural community infrastructure;</td>
</tr>
<tr>
<td>• <strong>Volunteer Now</strong> on transformation of the volunteering infrastructure.</td>
</tr>
<tr>
<td>In addition to their theme-based regional work, the partners piloted a new initiative - Catalyst for Change (CFC). This initiative which was undertaken alongside the core work focused on exploring how the partners could work together to deliver an integrated approach to support at a local level. It was targeted at two geographical areas – Enniskillen and Upper Ards – the aim was to provide added value to the work of existing groups, organisations, agencies and businesses, focusing not just on need but on building, strengthening and utilising assets.</td>
</tr>
</tbody>
</table>
The work included:

- **Profiling the two areas** in terms of demography, socio-economic and social assets;
- **Mapping relationships** between the community and voluntary, statutory and private sectors in each area;
- **Consulting with stakeholders** from across these sectors to identify local issues and priorities;
- **Engaging with local agencies and networks** to raise awareness about the types of support which the partners could provide;
- **Providing groups with opportunities to access training, workshops and events** on themes such as volunteering and governance, delivered free of charge and within their own localities;
- **Providing specific support** inputs tailored to local circumstances and needs on, for example, outcome planning and social enterprise;
- **Supporting local representatives to avail of other development opportunities** such as Building Change Trust sponsored training bursaries and study visits.

### 2012 targets

A final year review of the partners’ activities (a summary of which will be published by the Trust) will illustrate the ways in which they promoted and supported transformation and change at a number of levels and through a variety of strategies.

**Evaluation**

Internal evaluation by CENI.

**Outcomes and impact**

The practical outworking of the proposal will be concerned with supporting community development; developing community and civic engagement through volunteering; building partnerships within and across sectors; enhancing the skills and capacity of the sector to ensure better governance, deliver services more effectively, work more collaboratively, and access/compete successfully for funds.

**Progress in 2012**

3 of the projects – those of Volunteer Now, CFNI and Business in the Community concluded in 2012. Projects by CENI and RCN were extended into 2013 as detailed below. By autumn 2012, CENI had completed the final review of the partners’ activities. This has not yet been published by the Trust due to operational delays but will be during 2013.

The grant to CENI was enhanced with a further £15,000 and extended until Spring 2013 to facilitate a further pilot of the CENI Measuring Change process within the DARD rural development community service; this initiative will inform DARD’s consideration of application of an impact measurement framework across this service regionally.

The grant to RCN was extended to allow them to work to share the content of and seek to embed the Strategic Framework for Community Development developed with support from the Trust.

**Targets 2013**

Publication online of the final review of project activity.
## Exploring Change Awards Programme

### Aims

An awards programme to 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.

### Funding allocation

£1.2 million initially but as the programme has been discontinued, a total of £331,000 has been allocated across 19 projects.

### Timescale

Projects received contracts each for an 18 month period beginning in late 2010 and hence the majority of projects are expected to conclude in 2012.

### Total targets

19 projects

### Additional targets

15 – 20 individuals per cohort to participate in an added value programme which will entail 10 days work per cohort (15 awards) of networking, seminars, study visits and case study development.

### Targets 2012

- To consider what if any successor programme should replace the Exploring Change initiative.
- To continue and complete the inspection visits looking at awardees financial procedures.
- To make further and final payments to award recipients and to establish procedures for final reporting and grant closure.

### Evaluation

Individual project evaluation arrangements.

Programme evaluation arrangements to be confirmed but integrated with the Trust’s external evaluation.

### Outcomes and impact

- Highlighting of the possibility and need for change to the rest of the community and voluntary sector.
- Discussion of issues raised by projects within funded organisations and more widely within the sector.
- Exposure of individuals in funded projects to wider concepts of change for the sector.
**Progress 2012**

The Trust will not be replacing Exploring Change with a specific follow up programme as future activity will be delivered under 6 thematic areas Social finance, Collaboration, Inspiring Impact, Social innovation, Leadership and Creative space for civic thinking with any award programme initiatives delivered under those.

Due to internal resource limitations the programme of inspection visits was suspended. The Trust is content that the financial verification procedures in place provide an adequate safeguard for the awards made.

Internal and external procedures for closure of grants have been established and commenced

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Digits Ref</th>
<th>Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forthspring</td>
<td>2166</td>
<td>£17,885.00</td>
</tr>
<tr>
<td>Youthnet</td>
<td>2167</td>
<td>£12,174.00</td>
</tr>
<tr>
<td>CFNI</td>
<td>2168</td>
<td>£19,000.00</td>
</tr>
<tr>
<td>NI Environment Link</td>
<td>2171</td>
<td>£18,500.00</td>
</tr>
<tr>
<td>Ulster Cancer Foundation</td>
<td>2178</td>
<td>£14,000.00</td>
</tr>
<tr>
<td>The Cedar Foundation</td>
<td>2184</td>
<td>£19,000.00</td>
</tr>
<tr>
<td>Intercomm</td>
<td>2189</td>
<td>£20,000.00</td>
</tr>
<tr>
<td>The Ashton Centre</td>
<td>2192</td>
<td>£20,000.00</td>
</tr>
<tr>
<td>Community Arts Forum</td>
<td>2200</td>
<td>£19,440.00</td>
</tr>
<tr>
<td>CO3</td>
<td>2201</td>
<td>£14,000.00</td>
</tr>
<tr>
<td>Royal Society Mencap</td>
<td>2202</td>
<td>£20,000.00</td>
</tr>
<tr>
<td>Mulholland Aftercare Services</td>
<td>2204</td>
<td>£19,900.00</td>
</tr>
<tr>
<td>The Village Garden Broughshane</td>
<td>2206</td>
<td>£20,000.00</td>
</tr>
<tr>
<td>Ulster Community Investment Trust</td>
<td>2207</td>
<td>£18,000.00</td>
</tr>
<tr>
<td>Aware Defeat Depression</td>
<td>2208</td>
<td>£20,000.00</td>
</tr>
<tr>
<td>CIPFA</td>
<td>2222</td>
<td>£19,452.00</td>
</tr>
<tr>
<td>Development Trusts NI</td>
<td>2493</td>
<td>£20,000.00</td>
</tr>
<tr>
<td>Fermanagh Trust</td>
<td>2497</td>
<td>£19,615.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2207</strong></td>
<td><strong>£330,966.00</strong></td>
</tr>
</tbody>
</table>

**Targets 2013**

To receive all final reports, make final payments and close all grants made under the programme
## Deliver Change Awards Programme

### Aims

An awards programme to enable recipients to start to implement change for future sustainability in the context of making a contribution to one or more of our aims.

### Funding allocation

£1 million originally but as the programme has been discontinued, £535,000 has been allocated across 11 organisations.

### Timescale

Letters of Offer were issued between December 2010 and March 2011 each with a timescale of 2 years. Projects will come to a conclusion between December 2012 and March 2013.

### Total targets

11 projects

### Additional targets

5 – 10 individuals per cohort to participate in an added value programme which will entail 10 days work per cohort (15 awards) of networking, seminars, study visits and case study development.

### Targets 2012

To consider what if any successor programme should replace the Deliver Change initiative.

To continue and complete the inspection visits looking at awardees financial procedures

To make further and final payments to award recipients and to establish procedures for final reporting and grant closure

### Evaluation

Individual project evaluation arrangements.

Programme evaluation arrangements to be confirmed but integrated with the Trust’s external evaluation

### Outcomes and impact

Highlighting of the possibility and need for change to the rest of the community and voluntary sector.

Discussion of issues raised by projects within funded organisations and more widely within the sector.

Exposure of individuals in funded projects to wider concepts of change for the sector.
### Progress 2012

The Deliver Change Awards Programme is operated under a similar framework to the Exploring Change Awards Programme.

Progress is as set out for the Exploring Change Awards Programme as detailed above.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Digits Ref</th>
<th>Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holywell Trust</td>
<td>2162</td>
<td>£50,000.00</td>
</tr>
<tr>
<td>Volunteer Now</td>
<td>2173</td>
<td>£50,000.00</td>
</tr>
<tr>
<td>Gingerbread</td>
<td>2176</td>
<td>£49,976.00</td>
</tr>
<tr>
<td>VOYPIC</td>
<td>2194</td>
<td>£50,000.00</td>
</tr>
<tr>
<td>The Villages Together</td>
<td>2212</td>
<td>£49,822.00</td>
</tr>
<tr>
<td>AGE NI</td>
<td>2215</td>
<td>£50,000.00</td>
</tr>
<tr>
<td>East Belfast Enterprise</td>
<td>2336</td>
<td>£49,230.00</td>
</tr>
<tr>
<td>The Charity Bank Ltd</td>
<td>2341</td>
<td>£37,400.00</td>
</tr>
<tr>
<td>Belfast &amp; Lisburn Womens Aid</td>
<td>2345</td>
<td>£50,000.00</td>
</tr>
<tr>
<td>Action Mental Health</td>
<td>2346</td>
<td>£50,000.00</td>
</tr>
<tr>
<td>STEP</td>
<td>2358</td>
<td>£48,534.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>£534,962.00</td>
</tr>
</tbody>
</table>

### Targets 2013

Publication online of the final review of project activity

Ongoing grant management of the two projects selected to receive follow on awards; Fermanagh Trust who are in receipt of £120,000 for a project to further explore the community benefits of renewable energy and Holywell Trust who are in receipt of £110,000 to explore social enterprise development in the context of Derry/Londonderry designation as UK City of Culture 2013.
Partnerships, collaboration and mergers support programme

Aims

A commissioned programme to run from 2010 – 2013. The aims are:

- 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
- 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

Tendered with a contract awarded to NICVA for a consortium of NICVA, CO3 and Stellar Leadership totalling £898,000, this was amended in late 2012 with an increase of £35,000 to allow the employment of a legal assistant for a 1 year period and to enable additional expert facilitation sessions to be delivered.

Timescale

Contract commencing 1 January 2011 until 31 December 2013

Targets 2012

Targets are both from the Trust perspective and also the actual Collaboration NI targets.

From the Trust perspective in addition to the agreed contract monitoring arrangements

To work with NICVA and partners to organise and deliver a major collaboration showcasing event in Autumn 2012

To develop and implement a Collaboration Enabling Fund which enhances and complements the support for the sector available through Collaboration NI

To commence a discussion with a range of stakeholders on the future development and delivery of collaboration support activity post the ending of the Trust’s contract with NICVA in December 2013.

For CollaborationNI the 2012 targets and progress are set out in the table below

Evaluation

The successful tenderer will be required to commission an external formative evaluation.

The Trust's own external evaluation will also consider the programme.

Outcomes and impact

An increase in realistic and meaningful collaboration between organisations that brings benefits to the communities they serve.
Progress 2012

By the Trust

The Collaboration for Social Change conference held in association with CollaborationNI was held in October 2012.

The Collaboration Enabling Fund is up and running and made its first award of £30,000 to the partnership of MACS, Include Youth and Voypic in Autumn 2012.

Some preliminary discussions have been held with other stakeholders about the future of collaboration support for the sector post 2013.

By CollaborationNI

The Trust agreed a contract with NICVA for the development and delivery of Collaboration NI by a partnership comprising NICVA, CO3 and Stellar Leadership. Grant aid of £25,000 was received from DSD as a contribution to some of the costs of the first 3 month period. The first 3 month period were characterised by planning by the partnership for delivery and thereafter by commencement of support activity for the sector.

The outputs achieved by Collaboration NI during 2012 are set out in the table below:

<table>
<thead>
<tr>
<th>Five Stages</th>
<th>Activities and Outputs</th>
<th>2012 achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage</td>
<td>Conference and launch of project</td>
<td>Task completed in Year 1 30 March 2011 100 plus in attendance</td>
</tr>
<tr>
<td></td>
<td>Policy symposium</td>
<td>Year 2 event was held on 14 September 2012 with the title of “Shared Services - a route to reducing costs in the Third Sector”. 40 delegates registered to attend with 33 attending the event.</td>
</tr>
</tbody>
</table>
| Resource    | www.collaborationni.org designed, developed and maintained Set of guidance notes and multi-media toolkit | Printed and made available on line ‘A Practical Guide to Collaborative Guidance Note on
|             |                                                                                       | • Mergers  
|             |                                                                                       | • Joint working for public service delivery: a model of collaborative working” 
|             |                                                                                       | • “Sharing back office services”                                                   |
| Facilitate  | Courses in annual training calendar                                                     | Leading change: collaboration and the law. 14 participants. Negotiation skills 9 participants
|             | Participants                                                                          | Leading With Resilience 10 participants
|             |                                                                                       | Leadership skills for collaboration (3 day) 8 participants
|             |                                                                                       | Exploring Culture, values and behaviours in effective collaboration (3 day ) 7 participants
|             |                                                                                       | Exploring Culture, values and behaviours in effective collaboration (3 day) 10 participants
|             |                                                                                       | Working Collaboratively To Win Tenders (2 day) 11 participants                   |
Study visits arranged Participants
Study visit “Achieving Change Together - Collaborative Policy and Campaigning Can We Make It Work?” 18 participants
Study visits took place in December 2012. 2 day visit to Scotland. A group of age sector representatives from the sub regional Networks, including members of the Age NI Age Sector Development team. 12 participants.

In-house training sessions Participants
35 sessions held
209 participants

People mentored Volunteer mentors
1 person mentored by Dec 12
Pool of 8 mentors

Requests for coaching Coaching sessions delivered
26 new requests started in 2012
32 sessions

Requests for expert facilitation Expert facilitation sessions
28 new request started in 2012
65 sessions with 367 participants

Execute
Self audit due diligence
6

Executive career guidance counselling sessions over three years
5 participants availed of services

In-house governance sessions
15 sessions with 64 participants

Sustain
Train The Facilitator course Participants
3 courses ran Jan to Dec 2012
40 participants

Targets 2013

Targets are both from the Trust perspective and also the actual Collaboration NI targets.

From the Trust perspective

To develop and implement a process which seeks to determine the need within the NI CVS for collaboration support in the period 2013 – 2018.

To develop and implement a process which explores the arrangements that need to be put in place to meet these needs, building upon the successes of the CollaborationNI initiative to date.

To continue to operate the Collaboration Enabling Fund, receiving applications, assessing and making awards and to review the need for the continuation of the fund as part of the overall process for identifying future needs.

To engage with key stakeholders in government and amongst other funders to explore the potential of co-financing of a collaboration support programme for the NI CVS in the period post December 2013.
For Collaboration NI the 2013 targets are as follows

<table>
<thead>
<tr>
<th>Five Stages</th>
<th>Activities and Outputs</th>
<th>2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Engage</td>
<td>Annual policy symposium to contribute to the debate</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>No participants</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Short Policy symposium</td>
<td>3</td>
</tr>
<tr>
<td>2. Resource</td>
<td><a href="http://www.collaborationni.org">www.collaborationni.org</a> designed, developed and maintained</td>
<td>On going maintenance</td>
</tr>
<tr>
<td></td>
<td>Set of guidance notes and multimedia toolkit</td>
<td>Ongoing as required</td>
</tr>
<tr>
<td>3. Facilitate</td>
<td>No. training calendar sessions</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>No participants</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td>Study visits arranged</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>No participants</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>In-house sessions</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>No participants</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>No people mentored</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>No executive volunteer mentors</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>No requests for coaching</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>No coaching sessions delivered</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>No requests for expert facilitation</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>No expert facilitation sessions</td>
<td>95</td>
</tr>
<tr>
<td>4. Execute</td>
<td>No self audit due diligence</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>No executive career guidance counselling sessions over three years</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>No of in-house governance sessions</td>
<td>12</td>
</tr>
<tr>
<td>5. Sustain</td>
<td>No of Train the Facilitator courses</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>No of participants</td>
<td>15</td>
</tr>
</tbody>
</table>
Development of Social Finance in Northern Ireland

Aims

The establishment through Charity Bank of 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 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

£1 million to the capital base of Charity Bank with a further £1 million of Trust funds ring fenced for future social investment use.

Timescale

Initial capital grant to be made in summer 2010.
Informal investment readiness programme to commence autumn 2010.
Formal programme to commence 2011 for 5 years.
Loan making to commence in 2012 and to run to 31 December 2018 and beyond.
Deposit taking to commence in 2010 and to run until 31 December 2018 and beyond.
Roll out of decisions on the ring fenced £1 million from 2013 onwards.

Evaluation

The successful tenderer will be required to commission an external formative evaluation.
The Trust’s own external evaluation will also consider the programme.

Targets

Cumulative loan making of 49 loans with a cumulative total of £4 million lent £4.5 million in deposits taken
96 individuals completing an accredited Investment Readiness Support programme between 2011 and 2015

Additional targets

Charity Bank and the Trust will work closely together to create and take advantage of opportunities for joint working and integration of the Charity Bank programme with the other programmes resourced by the Trust.

Targets 2012

For 2012 in respect of social finance/investment, there are the contractually agreed targets with Charity Bank and also targets in respect of the Trust’s own activity and which aim to contribute to decision making around the ring fenced £1 million of Trust funds.

From the Trust’s perspective the targets are to:
Organise a study visit for key stakeholders to investigate and consider the lessons from the Charity Bank in the North initiative in the Yorkshire and Humber region.
To engage with all key stakeholders in NI to consider what action needs to be taken to further develop social finance in NI and in doing so to contribute to the Trust’s decision making in respect of its ring fenced £1 million

The targets for Charity Bank are as follows

<table>
<thead>
<tr>
<th>Target</th>
<th>2012 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of loans</td>
<td>2</td>
</tr>
<tr>
<td>Average loan size £,000’s</td>
<td>50</td>
</tr>
<tr>
<td>Amount lent £,000’s</td>
<td>100</td>
</tr>
<tr>
<td>Cumulative amount lent £,000’s</td>
<td>100</td>
</tr>
<tr>
<td>Deposits £,000’s</td>
<td>500</td>
</tr>
</tbody>
</table>
| Commissioning and delivery of an investment readiness support programme over a 5 year period | 26 students to be recruited on to each year of an Advanced Diploma in Third Sector Sustainable Investment being delivered by the University of Ulster, Ortus and CIPFA

**Progress 2012**

By the Trust

In 2012 the Trust began to consider in detail the action it would take with the £1 million ring fenced for social finance purposes. To inform its decision making a number of events were organised a study visit to Yorkshire and Humber in Spring 2012 engaged with Charity Bank and Key Fund and explored through engagements with their clients how social finance products and investment readiness support can be effectively designed and delivered, a group of Trust representatives also attended the Charity Bank open day in London and also engaged with a number of social finance intermediary organisations including Locality, NESTA and the Social Investment Business. A very successful Community Shares seminar was delivered in association with the NI Co-operative Forum with representatives of FC United of Manchester and the Cooperative Enterprise Hub setting out how cooperative development and issue of community shares can meet needs within communities.

The Trust’s plans for the future use of the ring fenced £1 million were also informed by consideration of the Social Finance in Northern Ireland research report produced by Charity Bank and UCIT. In response to that the Trust Chairperson set out the Trust’s opinion that what was needed in NI was

1. 3-5 years of NI wide investment readiness
2. Appropriate products for NI, hybrid products initially followed by more complex offerings
3. A community shares pilot for NI

In respect of 1 and 2 the Trust sought to develop collaboration between UCIT and Charity Bank to consider the issues and in respect of 3 the Trust invited the NI Cooperative Forum to develop a detailed proposal for implementing a pilot community shares initiative in Northern Ireland. A final decision on the latter issue will be made in early 2013. Attempts to encourage collaboration between the 2 existing social.
finance providers have not been as successful as the Trust hoped. Nevertheless the Trust is firmly of the opinion that collaboration between the existing social finance providers is necessary and can co exist with competition. The Trust will seek further engagement with both parties in 2013.

**By Charity Bank**

The Charity Bank developments in Northern Ireland are subject to an external independent annual evaluation which is being carried out by RSM McClure Watters. The Year 2 evaluation report covering the 12 months ending November 2012 sets out that

Cumulative amount of money lent: target exceeded by £593k; and
Deposits: target exceeded by £252K.

But that none of the 3 lending targets for 2012 have been met as no loans were drawn down in Year 2.

In respect of the Investment Readiness programme, whilst support from the Trust does not directly meet the costs of that programme, nevertheless the contract between the Trust and Charity Bank establishes some targets in respect of this activity. The evaluation confirms that for Year 2 Charity Bank has met all of the conditions of the agreement in respect of the investment readiness programme.

Whilst the Trust has now paid the full £1 million capital grant to Charity Bank, the contractual relationship continues until 31 December 2018 with quarterly reports submitted by Charity Bank setting out progress in terms of loan making, deposit taking and investment readiness. Whilst the Trust understands the range of factors potentially impacting on loan making during 2012 the Trust is concerned that this failure to meet the modest 2012 target may negatively impact on meeting targets in the future and has raised these concerns with the Bank. The issue will be kept under review in 2013.

**Targets 2013**

**For the Trust**

To commission a Community Shares pilot for Northern Ireland to run for a 2 year period initially

To commission from the existing social finance providers a development plan for a regional investment readiness programme for Northern Ireland and proposals for the development of new social finance products.

To engage with a range of stakeholders to obtain endorsement and support for a programme of investment readiness activity including development and testing of new social finance products.

**For Charity Bank**

<table>
<thead>
<tr>
<th>Target</th>
<th>2013 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of loans</td>
<td>4</td>
</tr>
<tr>
<td>Average loan size £,000’s</td>
<td>70</td>
</tr>
<tr>
<td>Amount lent £,000’s</td>
<td>280</td>
</tr>
<tr>
<td>Cumulative amount lent £,000’s</td>
<td>380</td>
</tr>
<tr>
<td>Deposits £,000’s</td>
<td>500</td>
</tr>
<tr>
<td>Commissioning and delivery of an investment readiness support programme over a 5 year period</td>
<td>26 students to be recruited on to each year of an Advanced Diploma in Third Sector Sustainable Investment being delivered by the University of Ulster, Ortus and CIPFA</td>
</tr>
</tbody>
</table>
Trust Strategy for the period 2013 – 2018

The Trust Board has developed and sets out below its high level strategy for the period 2013 – 2018.

The corporate Trustee has determined that the role of the Trust is not to set out what a changed community and voluntary sector in Northern Ireland should look like but rather to work with the sector and others to identify, explore and support positive change in key thematic areas in ways which will help ensure that the sector is strong, vibrant, independent and relevant into the future.

The three areas we believe are essential for the sector to respond to, and in which we wish to make an impact are:

Collaboration

More and better collaboration between organisations

By collaboration we mean organisations and individuals working together in pursuit of objectives. There are many ways for organisations to work together which vary in both structure and purpose and which have varying degrees of commitment and levels of formality.

We believe that whilst community and voluntary organisations in Northern Ireland have a long history and experience of various types of collaborative activity that it is now timely for organisations to explore collaboration and work more collaboratively with others ultimately for the benefit of communities.

Sustainability

Increased Sustainability

By this we mean the resilience of an organisation and its ability to deliver its mission and meet the needs of present beneficiaries without compromising the ability of itself and others to identify and meet the needs of future beneficiaries. This resilience and ability might be measured both in a financial and non-financial way.

Our definition of sustainability is not about supporting or taking actions to ensure that particular individual organisations endure but a statement of the need for action to be taken to ensure that Northern Ireland benefits from a dynamic and developing community and voluntary sector into the future where the diverse and changing needs of individuals and communities are to the fore.

Learning and influence

A learning sector which identifies, shares and acts on the lessons of its own and others’ work and influences others’ actions

By learning, we mean the formal (i.e. training) and informal (e.g. networking and other) ways that individuals and organisations acquire skills and knowledge to develop and grow, ultimately to meet the diverse and changing needs of individuals and communities. Learning should be followed by application of the lessons. By influencing others we mean sharing the lessons of actions with others and having a positive impact on their decision making in respect of supporting the sector and the individuals and communities it serves.
Our specific areas of action

In seeking to make a contribution to these three areas all our future actions will be taken under six key themes as follows. The potential for collaborative and synergistic actions across the six themes will be sought.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Headline Actions</th>
</tr>
</thead>
</table>
| Social Finance                      | Maintain and develop our relationship with Charity Bank for the benefit of the sector here  
Commission a community shares pilot for NI and following implementation consider next steps  
Develop through collaboration with others a plan for a 3 - 5 year investment readiness (IR) programme in NI with associated new social finance product development  
Resource and leverage other resources for implementation of IR and new products in NI |
| Collaboration                       | Provide effective management of the existing contract with CollaborationNI until conclusion of the programme in 2013/2014  
Work with a range of other stakeholders to determine the future collaboration support needs of the community and voluntary sector in NI  
Resource and lever other resources towards implementation of a collaboration support programme from 2014 – 2018  
Ongoing consideration of and decisions on applications to the Trust’s Collaboration Enabling Fund |
| Inspiring Impact in NI (II in NI)   | Develop and resource an NI development plan for Inspiring Impact in the period 2013 – 2018 which takes account of the UK programme and any particular NI circumstances and opportunities  
Develop and implement effective governance and management arrangements for II in NI that are fit for purpose and which in themselves can make a contribution towards the Trusts outcomes  
Maintain membership of the UK wide Inspiring Impact partnership and seek to make an effective contribution to the work of that partnership |
| Social Innovation                   | Following the launch of the research completed by RSM McClure Watters and The Young Foundation engage with a range of stakeholders and produce an action plan for the development of social innovation in NI.  
In parallel with action plan development to develop and implement initial actions which demonstrate social innovation and contribute to an action plan |
| Leadership                          | To engage with a range of stakeholders to identify and develop a coherent set of strategic actions for the Trust to take to support creative space for civic thinking. |
Creative space for civic thinking

To engage with a range of stakeholders to identify and develop a coherent set of strategic actions for the Trust to take to support creative space for civic thinking.

Actions under this particular theme will be considered in the context of any opportunities emerging from RPA.

The Trust’s day to day operations are carried out by the Community Foundation for Northern Ireland under a Service Level Agreement. Through this agreement, CFNI employs 2.5 FTE staff, a full time Trust Administrator and Finance and Administration Officer and a 50% FTE Communications Officer. Much of the Trust’s work within the sector is carried out by other organisations either commissioned or grant funded by the Trust. In order to make further progress across all of the thematic areas, the Trust anticipates the recruitment of additional staff by CFNI for the coming period and also the recruitment of specialist external consultancy support on a case by case basis.

The Building Change Trust and Building Change Trust Limited Accounts 2012

The pages that follow provide a summary of the accounts for the Trust and its corporate Trustee for the 2012 calendar year.

Full audited accounts for both entities are available on the Trust website.
Building Change Trust Limited

Directors
W B Osborne
J McVey
M Meehan
A M McGeeney
M J McCarthy
B Bigger
W R Gamble
M Monaghan
Dr J Harrison
R Moore
Catherine Cooke

Secretary
M Monaghan

Auditors
KPMG
Chartered Accountants
Stokes House
17-25 College Square
East
Belfast
BT1 6DH

Solicitors
Cleaver Fulton Rankin
50 Bedford Street
Belfast
BT2 7FW

Registered office
Community House
City Link Business Park
Albert Street
Belfast
BT12 4HQ

Company registration number
NI 071182
Building Change Trust Limited

Profit and loss account for the year ended 31 December 2012

During the financial year and the preceding financial period the company did not trade and received no income and incurred no expenditure. Consequently during these periods the company made neither a profit nor a loss. The opening and closing balances on the cumulative profit and loss account accordingly remain at £nil. Additionally, the company had no other gains or losses, nor any cash flows, during these periods and accordingly no statement of total recognised gains and losses, reconciliation of movement in shareholders’ funds or cash flow statement is presented.

Building Change Trust Limited

Balance sheet

At 31 December 2012

<table>
<thead>
<tr>
<th></th>
<th>2012 £</th>
<th>2011 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital and reserves</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Called up and issued share capital</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Shareholders’ funds</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
The Building Change Trust

Reference and administrative information

**Trustee**
Building Change Trust Limited

**Trustee Directors**
- W B Osborne
- J McVey
- M Meehan
- M J McCarthy
- A M McGeeney
- B Bigger
- W R Gamble
- M Monaghan
- Dr J Harrison
- R Moore
- Catherine Cooke

**Protector**
M Wilson

**Address**
Community House
City Link Business Park
Albert Street
Belfast
BT12 4HQ

**Bankers**
First Trust Bank
31 – 35 High Street
Belfast
BT1 2AL

**Investment Managers**
Quilter & Company Limited
Montgomery House
29 – 33 Montgomery Street
Belfast
BT1 4NX

**Solicitors**
Cleaver Fulton Rankin
50 Bedford Street
Belfast
BT2 7FW

**Auditors**
KPMG
Stokes House
17 - 25 College Square East
Belfast
BT1 6DH

**HM Revenue & Customs Charity Number**
XT11390
The Building Change Trust

Statement of financial activities
Year ended 31 December 2012

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted funds 2012 £</th>
<th>Unrestricted Funds 2011 £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming resources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incoming resources from generated funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>272,494</td>
<td>345,971</td>
</tr>
<tr>
<td>Voluntary income</td>
<td>7,502</td>
<td>30,445</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td>279,996</td>
<td>376,416</td>
</tr>
<tr>
<td><strong>Resources expended</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs of generating funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment management costs</td>
<td>(23,275)</td>
<td>(16,981)</td>
</tr>
<tr>
<td>Charitable activities</td>
<td>(636,911)</td>
<td>(522,107)</td>
</tr>
<tr>
<td>Other resources expended</td>
<td>(163,129)</td>
<td>(194,714)</td>
</tr>
<tr>
<td>Governance costs</td>
<td>(25,500)</td>
<td>(38,077)</td>
</tr>
<tr>
<td><strong>Total resources expended</strong></td>
<td>(848,815)</td>
<td>(771,879)</td>
</tr>
<tr>
<td><strong>Net outgoing resources before other recognised gains and losses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(568,819)</td>
<td>(395,463)</td>
</tr>
<tr>
<td>Other recognised gains and losses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realised and unrealised losses on investment assets</td>
<td>(129,906)</td>
<td>(74,014)</td>
</tr>
<tr>
<td><strong>Net movement in funds</strong></td>
<td>(698,725)</td>
<td>(469,477)</td>
</tr>
<tr>
<td>Total funds brought forward</td>
<td>7,201,278</td>
<td>7,670,755</td>
</tr>
<tr>
<td><strong>Total funds carried forward</strong></td>
<td>6,502,553</td>
<td>7,201,278</td>
</tr>
</tbody>
</table>
The Building Change Trust

Balance sheet
As at 31 December 2012

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted funds 2012</th>
<th>Unrestricted funds 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>5,972,386</td>
<td>6,748,072</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>3,722</td>
<td>4,193</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>1,244,642</td>
<td>1,120,763</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>1,248,364</td>
<td>1,124,956</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts falling due within one year</td>
<td>(158,417)</td>
<td>(23,083)</td>
</tr>
<tr>
<td>Grants payable within one year</td>
<td>(496,382)</td>
<td>(636,909)</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>(654,799)</td>
<td>(659,992)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>593,565</td>
<td>464,964</td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td>6,656,951</td>
<td>7,213,036</td>
</tr>
<tr>
<td>Grants payable after more than one year</td>
<td>(63,398)</td>
<td>(11,758)</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>6,502,553</td>
<td>7,201,278</td>
</tr>
<tr>
<td><strong>Trust funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>6,502,553</td>
<td>7,201,278</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td>6,502,553</td>
<td>7,201,278</td>
</tr>
</tbody>
</table>
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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W: www.buildingchangetrust.org
T: @changetrust