Foreword

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.

James Allen Smith, senior advisor to the J. Paul Getty Trust has stated “When historians look back at us from the vantage point of the early twenty-second century, they will appraise our work not by its efficiency and effectiveness but by our boldness in confronting the major, epoch-defining challenges of our day.”

In our microcosm of the Building Change Trust and the Northern Ireland voluntary and community sector bold is a word that has been used at the Board meetings many times during the past year. Have we been bold? Have our interventions supported the sector to confront its “major epoch-defining challenges”? - Like the Northern Ireland Peace Process it is too early to tell.

2011 was our third year of operation and by the end of it we had allocated £1.2 million to the 5 original bid partners of the Trust; established with a £1 million pound grant to Charity Bank a permanent loan fund for the sector; invested through the Exploring Change and Deliver Change awards approximately £870,000 in 29 organisations and commissioned Collaboration NI from CO3, NICVA and Stellar Leadership at a cost of £900,000 over the period 2009 - 13.

Significant and hopefully bold activity occurred during the year as organisations and groups undertook their projects which were supported by the Trust’s added value programme offering a number of study tours, seminars, learning circles and one to one support.

In last year’s foreword I used a quote from Duncan Morrow, former Director of the Community Relations Council “Doing will always be more real than talking, and offering to do things together will be even better” to introduce the Collaboration NI intervention to support the sector “to do things together”.

This past year having spent time visiting groups and attending a number of the seminars, learning circles and group meetings I have found that whilst doing is more tangible talking, reflection and sharing is also essential to ensure we are doing the right things.
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 recession which is engulfing us all, and which no one seems to have answers to or a clear direction of travel for recovery, has a disproportionate impact on society’s most vulnerable. Local communities are responding on a daily basis to the consequences of this turmoil and our modest investment to reflect and share is a commitment by the Trust to support and develop resilient civic leadership.

It is not possible to say what will happen in the future, but we can predict what might happen and in 2011 the Trust took some time to explore the future context in which we could be operating and how the Trust might be bold. The following are our thoughts and plans for 2012, as a Trust investing in change and transformation, they are not exhaustive as we must always be open for opportunities that arise in the future that will bring quantum change.

• **Investment in Collaboration:** In addition to Collaboration NI we will give active consideration to how we augment this to assist organisations engaged in this process to implement their collaboration plans.

• **Social Finance:** In the spring of 2012 we are expecting the publication of a research report which will consider the supply and demand of social finance in Northern Ireland. Once published we will use this to engage with others in the sector and government to take forward our work in this area.

• **Measuring Impact:** In mid-2011 we took a view that we would not invest in a number of small scale projects but consider with others the strategic relevance of impact measurement. In this context we have engaged with a wider UK Inspiring Impact Initiative and during 2012 we will consider how with others we bring practical and meaningful interventions in this area.

• **Social Innovation:** The voluntary and community sector has a strong heritage in developing new ideas to meet unmet needs and in 2012 we will be undertaking some research and mapping of social innovation. We are keen to ascertain what if any our role might be to encourage and develop social innovation.

• **Policy Debate:** In the current economic storm coupled with the move to commissioning of public services there is the potential of abrogation of the sectors responsibility to be the critical friend of government. We are keen to support the sector have a voice so in 2012 we will consider how to commission a few critical analyses and think pieces.

  • **Leadership:** Vital to a cohesive and resilient society is a vibrant civil society with adept leadership. The Trust’s acknowledges that whilst its investment is in organisations it is the individuals within them that make them successful. We will therefore in 2012 continue with the added value support programme to provide a “shelter from the storm” so that leaders at different levels can reflect explore, learn, challenge and collaborate with each other. We are also aware of the Esmee Fairbairn Foundation and Henry Smith leadership initiative in Northern Ireland and will liaise with them to explore cooperation.

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 2011. 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  
Chairperson, Building Change Trust Limited  

Spring 2012
Background and history of the Building Change Trust

The Building Change Trust was established in 2008 by the Big Lottery Fund following the submission and acceptance of a proposal developed by the Community Foundation for Northern Ireland, Community Evaluation Northern Ireland, Business in the Community, Rural Community Network and the 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 has 10 Directors drawn from across the community, voluntary and private sectors and a Protector appointed by the Big Lottery Fund. Each of the original bid proposers 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 of 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 has been on implementation of actions previously agreed,

- Collaboration NI commissioned from NICVA and partners is up and running,
- Charity Bank have further developed 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 has worked with award recipients and others to share their learning and critically consider the other ways in which the NI community and voluntary sector can change for development in the future.

From mid 2011 on the Trust has been considering its strategy and actions for the period 2012 onwards.

A number of potential themes and actions have emerged including

- Impact measurement
- Continued developments with respect to social finance
- The additional needs of the sector with respect to support for collaboration

The Trust plans to announce its future plans mid 2012.
Achievements for 2011

Annual Report and Accounts for the Trust and the corporate Trustee scheduled to be presented to board of directors on 25 May 2012.

The corporate Trustee agreed to extend the tenure of the Chairperson; Bill Osborne until the 31 December 2012. A sub group of directors supported by the Trust Administrator has been established to consider Trust governance issues including chairperson tenure and remuneration and the potential need to recruit additional directors. This will report to the full board in mid 2012.

All actions previously identified in the 2009 review of Trust administration and Chairperson remuneration were resolved in 2010. The Trust’s Finance and General Purposes sub committee comprising Martin McCarthy (Chairperson), Billy Gamble and Bill Osborne met 4 times in 2011 on 23 March, 17 May, 23 September and 23 November respectively. 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 6 times during 2011. In addition to Board meetings there were also, 2 strategy planning meetings with the 5 original bid partners, and 2 meetings of the Trust’s evaluation subgroup.

Quarterly reports covering Jan-Mar 11, Apr – June 11, Jul – Sept 11 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.

Objectives: To publish an Annual Report & Accounts for both entities by 31 May 2011

Targets for 2011:

- To deliver effective ongoing induction for Directors appointed in 2010 and the Directors to be nominated by RCN and BIG in 2011
- To review and decide on need for further additional Directors and to decide on the arrangements for Trustee chairperson following end of current Chairperson’s term in 2011
- To follow up on any outstanding actions from the 2009 review of administration and Chairperson remuneration
- To hold 4 meetings of the Trust’s Finance and General Purposes Committee during 2011
- To hold 6 meetings of the Board of the corporate Trustee during 2011
- To prepare and submit 3 quarterly reports to BIG
- To comply in a timely fashion with all legal requirements governing the operation of the charitable Trust and the Trustee company
### Trust Governance

#### Targets for 2012

- **To publish an Annual Report & Accounts for both entities by 25 May 2012**
- **To provide an effective induction for a new Director to the Trust to be nominated by the Rural Community Network.**
- **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.**
- **To hold 5 meetings of the Trust’s Finance and General Purposes Committee during 2012**
- **To hold 6 meetings of the Board of the corporate Trustee during 2012**
- **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.**
- **To hold 3 meetings of the Trust evaluation sub group in 2012.**
- **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**

### Finance and Investment

#### Key issues

| Manual of Regulations and systems and procedures. | To develop, update and implement a comprehensive Manual of Regulations that meets the needs of the Trust. |
| Budgets and finance reports to Board | 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. |
| Appointment of investment advisors | To facilitate decision making by the Board through the provision of accurate investment, financial reports and budgets to Board meetings. |
| Ongoing monitoring and review of investments | To effectively manage the finance function of the Trust ensuring all organisation systems and procedures and best practice is adhered to. |

#### Objectives

- Further update and refinement of the Manual of Regulations to take account of the operation of programmes.
- Active involvement in investment decision making by the Trust’s Finance and General Purposes Committee based on operational cash flow requirements and advice of investment managers.
- Implementation by 31 May 2011 of BACS system as standard method of payment by the Trust.

#### Targets for 2011

- Annual review of investment performance, Investment Policy Statement and investment manager performance by July 2011
- Active involvement in investment decision making by the Trust’s Finance and General Purposes Committee.
- Implementation by 31 May 2011 of BACS system as standard method of payment by the Trust.

### Finance and Investment

#### Achievements for 2011

- Limited 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.
- Performance of investments, Investment Policy Statement and the investment managers performance was considered by the Trust Finance and General Purposes Committee at their September 2011 meeting. Quilter subsequently attended the 30 September Board meeting where these matters were reviewed by the full board. The cumulative return on investment over the two years ending 30 June 2011 was 10%. 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 4 times in 2011 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 system has not as yet been established as the standard method of payment by the Trust due to other competing priorities in the period. A new deadline of summer 2012 for implementation of BACS as the main method of payment has been set.
- The audit of the Trust and it’s corporate Trustee for 2011 carried out by KPMG were both unqualified making only minor recommendations in respect of financial management.

#### 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

The key decisions facing the Directors of the corporate trustee in 2009 in respect of finance and investments were the selection of investment managers and the development of an appropriate Investment Policy Statement. At 31 December 2009 a rate of return of 3.5% had been achieved on the investments made in June of that year. The Trustee also considered the arrangements to be put in place to enable effective and deliver of programmes from 2010 onwards. These arrangements included the establishment of a sub committee to consider finance and related matters and make recommendations to the full Board.

In 2011 the Trust began to develop and implement additional strands of work and started to incur expenditure in respect of Charity Bank and also the Exploring Change and Deliver Change Award Programmes. It was identified that enhanced financial and administration arrangements were needed and these were agreed with CFNI and implemented through the employment of a full time Finance and Administration Officer working on behalf of the Trust.

In 2011 the annual review of investment performance indicated that a return of 5% had been achieved. With a cumulative return of 10% on investments over a 2 year period the Trust agreed not to change the existing Investment Policy Statement and to stay with Quilter as investment managers. In the current climate the directors believe that a 5% return on investments through a low risk strategy will be difficult to achieve.

In 2011 the Trust consolidated the arrangements for financial management in respect of a functioning finance committee and the benefits of the employment of a full time Finance and Administration Officer within the Community Foundation for Northern Ireland reporting to the Trust Administrator and responsible for day to day financial management became apparent.

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.
Finance and Investment

**Targets for 2012**

Further update and refinement of the Manual of Regulations to take account of the operation of programmes

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.

Implementation by 30 June 2012 of BACS system as standard method of payment by the Trust.

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Programme development and implementation

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<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 2011 to engage with key stakeholders to identify what needs to be done by the Trust and others to support smaller community and voluntary organisations during a time of change</td>
</tr>
<tr>
<td>Trust evaluation Building Capacity for a New Paradigm</td>
<td>To establish, facilitate and service the Strategic Programme Panels and Advisory Circles</td>
<td>By 31 July 2011 to consider possibilities for future programme strands to address the needs of smaller organisations and other emerging future issues impacting the sector</td>
</tr>
<tr>
<td>Strategic Programme Panel Advisory Circles</td>
<td>To develop, agree, communicate, implement and review an effective strategic and action plan.</td>
<td>By the end of the year to discuss with other charitable foundations operating in Northern Ireland the issues of change for the sector with a view to considering a co-ordinated response to some issues</td>
</tr>
<tr>
<td>Building Change Awards (direct support, grants)</td>
<td>To gain maximum benefit from the implementation of the bid partners “Building Capacity for a New Paradigm”.</td>
<td>By 30 April 2011 to develop a detailed programme plan and budget for the proposed Building Change added value programme which both supports the work of award recipients and seeks to bring lessons of change more widely in the sector</td>
</tr>
<tr>
<td>Charity Bank Stakeholder engagement</td>
<td>To establish relationships and working arrangements with the CFNI Observatory Project and the other bid partner projects.</td>
<td>By 30 June 2011 to meet with the new Minister for Social Development in order to provide an update on the work of the Trust and consider areas of mutual benefit</td>
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<td></td>
<td>To commission and manage an external formative evaluation.</td>
<td>To engage with a range of party political representatives in the new assembly to update on the work of the Trust</td>
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<td></td>
<td>To develop and agree a strategy and action plan in respect of direct support and transformative grants.</td>
<td>To establish appropriate structures within the Building Change added value programme which serve the needs of award recipients and which also have the potential to generate intelligence for the Trust in respect of future strategy</td>
</tr>
<tr>
<td></td>
<td>To consider the integration of Charity Bank loans within the overall programme</td>
<td>To stay abreast of key developments impacting the sector in Northern Ireland, Ireland and across the UK with a view to informing future strategy.</td>
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Achievements for 2011

Building Change Trust facilitated a consultation session at Community House on Thursday 19 May 2011 with a range of representatives from community and voluntary organisations, funding bodies, government departments and others.

The consultation was organised to consider “What needs to be done to support small community and voluntary organisations in Northern Ireland now and into the future?” The results of this consultation exercise are being borne in mind as the Trust plans a new programme of activity for 2012 onwards. The wider context for this work includes the planned changes to local government through implementation of RPA and the new arrangements within government for supporting the community voluntary sector at a regional, sub regional and thematic level.

The Trust engaged in 2011 with other charitable foundations supporting the sector in Northern Ireland through regular engagement with the Association for Charitable Foundations Development Officer for NI and through attendance in autumn 2011 at the ACF NI mini conference.

The Trust's Building Change Added Value programme commenced in earnest in Spring 2011 following the appointment by CFNI of a Building Change Co-ordinator – Charlie Fisher – to take forward a comprehensive programme of work on behalf of the Trust. The Added Value programme is now a significant strand of work for the Trust with a wide range of activity having taken place in 2011. Details of this are set out separately within the programme section of this report.

Representatives of the Building Change Trust met with DSD Minister Nelson McCausland on 14 November to provide an update on the work and progress of the Trust to date and raise areas of potential shared interest between DSD and the Trust. The engagement between DSD and the Trust has continued subsequently via the Trust Administrator and DSD officials.

The Trust Chairperson and Trust Administrator requested meetings across the party political spectrum in 2011. In response, meetings were held with Anna Lo MLA of Alliance and John McAllister MLA of the Ulster Unionist Party.

The Trust through a process of engagement and environment scanning has kept abreast of key developments impacting the sector and has started to look in detail in 2011 at a number of issues which may be progressed from 2012 onwards. Impact Measurement in the sector is one such issue to which the Trust has allocated substantial time. It is anticipated that in 2012 the Trust will develop a strand of work around impact measurement which will link with and build upon the work of the Inspiring Impact Coalition happening elsewhere in the UK.

During the Year the Trust first suspended the planned Exploring Change Phase 3 Awards Programme and subsequently in December 2011 terminated the Exploring Change and Deliver Change Awards programme in their current manifestations. The Trust Directors are actively engaged in considering the framework needed to encourage and stimulate innovation in the sector with a view to developing a new programme which will work with a small number of the very best projects from within and supporting the sector. Plans will be announced in mid 2012.

The Trust evaluation contract with Hall Aitken drew to a close but the Trust continued to receive monitoring and evaluation material as follows.

- BIG commissioned evaluation of Trust
- The Year 1 report was provided to the Trust in January 2011, considered by the Trust Board and a set of actions to address recommendations agreed
- CENI internal evaluation
- The Year 2 report of the CENI evaluation of the work of CENI, RCN, VNOW, Business in the Community and CFNI was shared with the Trust Board in summer 2011
Programme development and implementation

Charity Bank evaluation
Charity Bank have commissioned RSM McClure Waters to complete a 5 year external independent evaluation of the work of Charity Bank in NI. The first report was received in mid 2011 in compliance with the Trust’s agreement with Charity Bank.

Collaboration NI
The contract for Collaboration NI sets out arrangements for monitoring, evaluation and progress reporting. Quarterly reports on activity are received. An external independent evaluation on the first year of activity will be commissioned by NICVA and will report in mid 2012.

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
Whilst the main focus in 2009 was establishment of the Trust and setting up of appropriate systems and procedures, the Trustee was also conscious of the need to engage with the sector and the importance of a process that developed a strategy and programmes for the Trust which was additional to the individual and collaborative work of the 5 original bid partners.

By the end of 2009, in addition to resourcing the work of the original bid partners, the Trust had consulted widely and had set out a strategy and programme development process and timescale for 2010 which would result in the development of a new strategy and programmes. Hall Aitken submitted a preliminary report on their evaluation findings late in 2009, this was robust in setting out the issues and challenges facing the Trust. The internal CENI evaluation of the work of the original bid partners also progressed. During the period the trustee Directors met with representatives of the bid partners as part of a process to clarify relationships and discuss and share progress and issues. Further engagement events occurred in 2010.

In 2010 the Trust made significant and distinctive progress on strategy and programme development and implementation and commenced allocating resources beyond the original bid partners in respect of Charity Bank, the Exploring and Deliver Change Awards Programme and for Collaboration NI.

Evaluation work continued by CENI in respect of the original bid partners and in respect of a BIG commissioned evaluation of the Trust by FGS McClure Waters. The Trust’s evaluation sub group considered future evaluation requirements in the context of existing arrangements and the new programmes and as a result amended the contract with Hall Aitken to focus on the development of outcome indicators for the new programmes.

In 2011 the focus on implementation continued with the Collaboration NI initiative commencing and the formal investment readiness support programme underpinned by the Trust grant to Charity Bank commencing. Whilst the Trust’s Added Value programme commenced the Trust Board agreed to suspend and later terminate the existing Exploring Change and Deliver Change Awards Programmes with the aim of developing a more suitable framework for future support to the sector.

Engagement with and discussion across the sector on a number of key issues continued. Study visits, discussions and workshops were organised on the topic of impact measurement, The Trust started looking at the future of the social economy sector in response to grantee support needs and commissioned a piece of work from Colin Stutt and Professor Peter Lloyd. The future needs of the small organisations, which make up the bulk of the community and voluntary sector in NI were also considered and will be taken into account as the Trust plans future programmes of activity.

The Trust engaged with a wide range of sector support organisations in NI in both urban, rural, regional and sub regional contexts as it considered if support was needed for the development of a support infrastructure fit for the future. This is a area the Trust will consider again when the arrangements for new regional, thematic and sub regional support are implemented in mid 2012.

Targets for 2012
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.

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.

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.

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.

By 31 May 2012 to develop an 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. 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.

By 31 December 2012 to have commissioned and published a series of publications and hosted a number of associated seminars on change issues for the community and voluntary sector and others.

By 31 May 2012 to set out a process and arrangements for the Trust’s work on supporting impact measurement 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.

Impact initiative being developed across the rest of the UK by NPC.

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.

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By 31 December 2012 to have commissioned and published a series of publications and hosted a number of associated seminars on change issues for the community and voluntary sector and others.

By 31 December 2012 to have started to consider the potential role of the Trust in supporting change within the sector at a local level in the context of the new arrangements for regional, local and thematic infrastructure and the proposed new local government arrangements post RPA in 2015.

By 31 December 2012 to have engaged with others to consider leadership development within the sector in the context of the wider changes impacting on the sector.
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Marketing and Communications

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<td>To ensure that there is ongoing communication with stakeholders to facilitate strategic consultation.</td>
<td>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</td>
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<td>To work with Big as necessary in respect of communications</td>
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Marketing and Communications

Achievements for 2011

Marketing and Communications continues to be an area of focus and development by the Trust. The deadline of June 2011 was not achieved for more effective use of the website through better functionality, however the following were achieved:

1. The first Trust e-bulletin was issued in December 2011 and was well received
2. Visits to the website increased substantially from 2010 the total for 2011 was; visits – 4781, unique visits – 3221 (2010 comparison; visits 4248 and Unique Visits 2188.)
3. In Autumn 2011 Pixelbrix media production company were commissioned to complete 7 film case studies on the Trust itself and 6 projects supported by the Trust for wider dissemination in 2012. Films on projects by Fermanagh Trust, STEP, Forthspring Inter – community group, Development Trusts NI, Gingerbread and NI Environment Link were commenced.
4. Having identified marketing and communications as an area requiring attention on behalf of the Trust, the Community Foundation took the first steps to recruit a full time assistant communications officer to work 40% of their time on Trust activity. The appointment is expected to commence in January 2012 and is viewed as critical to develop the use of social media, more interactive content and continued development of the website.

The further development and use of strong and consistent marketing material was not achieved in 2011 and is a target for 2012. However RSM McClure Watters as part of their evaluation of the Trust commissioned by Big carried out a perception image survey of the Trust with 44 organisations across the sector. 27 responded and of these:

- 100% were aware of the Trust
- 81% and 89% respectively were aware of the Exploring Change and Deliver Change Award Programmes
- 37% were aware of the work with Charity Bank

Marketing and Communications

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<td></td>
</tr>
</tbody>
</table>

Marketing and Communications

Achievements for 2011

Marketing and Communications continues to be an area of focus and development by the Trust. The deadline of June 2011 was not achieved for more effective use of the website through better functionality, however the following were achieved:

1. The first Trust e-bulletin was issued in December 2011 and was well received
2. Visits to the website increased substantially from 2010 the total for 2011 was; visits – 4781, unique visits – 3221 (2010 comparison; visits 4248 and Unique Visits 2188.)
3. In Autumn 2011 Pixelbrix media production company were commissioned to complete 7 film case studies on the Trust itself and 6 projects supported by the Trust for wider dissemination in 2012. Films on projects by Fermanagh Trust, STEP, Forthspring Inter – community group, Development Trusts NI, Gingerbread and NI Environment Link were commenced.
4. Having identified marketing and communications as an area requiring attention on behalf of the Trust, the Community Foundation took the first steps to recruit a full time assistant communications officer to work 40% of their time on Trust activity. The appointment is expected to commence in January 2012 and is viewed as critical to develop the use of social media, more interactive content and continued development of the website.

The further development and use of strong and consistent marketing material was not achieved in 2011 and is a target for 2012. However RSM McClure Watters as part of their evaluation of the Trust commissioned by Big carried out a perception image survey of the Trust with 44 organisations across the sector. 27 responded and of these:

- 100% were aware of the Trust
- 81% and 89% respectively were aware of the Exploring Change and Deliver Change Award Programmes
- 37% were aware of the work with Charity Bank

Marketing and Communications

<table>
<thead>
<tr>
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<th>Objectives</th>
<th>Targets for 2011</th>
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</table>
Programmes progress in 2011 and targets for 2012

Initial transformative awards

Over the three years of Trust funding, each of the partners delivered a programme of work reflecting their particular organisational focus:

- BITC on mobilising the private sector in a new way to engage with and support the voluntary and community sector;
- CENI on reviewing and assessing the sector’s evaluation needs and exploring and developing appropriate approaches to address those needs;
- CFNI 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;
- RCN on community development and supporting the rural community infrastructure;
- Volunteer Now on transformation of the volunteering infrastructure.

<table>
<thead>
<tr>
<th>Strategic</th>
<th>Exploring needs and issues in a changing environment</th>
<th>Developing new approaches and solutions in response to need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational</td>
<td>Developing and expanding opportunities for the sector</td>
<td></td>
</tr>
<tr>
<td>Organisational</td>
<td>Supporting organisational improvement within the sector</td>
<td>Supporting organisational development within the partner organisations</td>
</tr>
</tbody>
</table>

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.

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.

2011 targets
Conduct 2 monitoring visits for each funded project

Evaluation
Internal evaluation by CENI
External evaluation by Hall Aitken and BIG

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.

Targets for 2012
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.

To issue 4 e-bulletins in 2011, 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 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 marketing and communications material and activity by the Trust and in order that strong and consistent messages are communicated.

To issue 4 e-bulletins in 2011, spring, summer, autumn and winter

To develop and implement a dissemination strategy for the films on the Trust and the 6 projects commissioned from Pixelbrix.

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 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.
Initial transformative awards

Progress in 2011
In 2011 the Catalyst for Change Partnership concentrated more on individual project activity and drew the Catalyst for Change initiative to a close.

The Trust Administrator met twice with each funded project subsequent to 6 monthly monitoring forms being received.

The Business in the Community project concluded in December 2011 but the work of the other partners was extended (with no additional resource allocation) into 2012.

The final evaluation by CENI commenced in late 2011 and is expected to conclude in mid 2012.

Whilst individual regional project activity has made significant progress, the impact in the two target areas of Enniskillen and the Ards Peninsula is less clear at this stage. Some collaborative work, directly with the Trust was undertaken by some of the projects specifically CENI who commenced detailed case studies on 3 projects; Ballymena East Rural Community Cluster, Walled City Partnership, and Mencap and Business in the Community who brokered support for 4 projects; The Villages Together, Possibilities NI, Voypic, MACS and C3.

Targets 2012
A final year review of the partners’ activities (a summary of which will be published by the Trust in autumn 2012) will illustrate the ways in which they promoted and supported transformation and change at a number of levels and through a variety of strategies.

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 2011
To make decisions on all Exploring Change Phase 2 applications by 30 April 2011.

To issue all Letters of Offer for Exploring Change Phase 2 applications by 31 May 2011.

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 2011
The most significant decisions made in respect of Exploring Change in 2011 were the decision first to suspend the programme and later to discontinue both it and the Deliver Change awards programme. The Trust Board were concerned that the programme framework was not capturing and identifying the most innovative change projects in the NI community and voluntary sector and agreed to consider alternative approaches.

In respect of the targets established for 2011
All decisions on outstanding applications were made and communicated to applicants by mid 2011.

The payment regime established makes 80% advance payments to award recipients when initial conditions are complied with. All awards in compliance with these initial conditions received their advance payment.

A monitoring and evaluation framework for both the Exploring Change and Deliver Change awards programmes considering the key outcomes of Collaboration, Learning and Sustainability was established using a participatory process with award recipients. This asks for progress against key indicators and also for award recipients’ story of change across these 3 domains. Capturing the story of change narrative has been more successful than the application of the indicator framework.

A rolling programme of visits to consider awardees financial procedures has commenced but was suspended due to departure of a key CFNI staff member. New targets have been established for completion.

Simple arrangements have been established to enable awardees report on their award expenditure.
### Exploring Change Awards Programme

<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></td>
<td><strong>£330,966.00</strong></td>
</tr>
</tbody>
</table>

**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.

### Deliver Change Awards Programme

**Aims**

An awards programme to enable recipients 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.

**2011 targets**

- The Deliver Change Programme is being developed and delivered under the same awards management framework as the Exploring Change Programme.
- To make decisions on all Deliver Change Phase 2 applications by 30 January 2011
- To issue all Letters of Offer for Deliver Change Phase 2 applications by 28 February 2011
- To ensure all grant payments to Deliver Change Phase 2 are made without unnecessary delays
- To have agreed and implemented a clear, simple and effective monitoring and evaluation framework for the Exploring and Deliver Change Award Programmes by mid may 2011
- To implement a clear and simple financial reporting framework for award recipients by the 30 April 2011
- To commence a rolling programme of supportive grant verification visits to funded projects

**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 2011**

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.
### Deliver Change Awards Programme

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<tr>
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<th>Amount Awarded</th>
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**Total**                      | **£534,962.00**

### 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

**Timescale**
Contract commencing 1 January 2011 until 31 December 2013

**Targets 2011**

#### For the Trust

- To agree a contract with NICVA effective from 1 January 2011 for 3 years for Collaboration NI with a budget not exceeding £1 million
- To effectively manage and report on £78,000 grant aid received from DSD towards the costs of the project

#### For Collaboration NI partners

- For the partners to recruit and appoint the staff to develop, coordinate and deliver the programme
- To launch Collaboration NI with a major conference for the sector in the first quarter of 2011
- To develop, launch and maintain the Collaboration NI website as the key information repository for the programme
- To develop and implement effective marketing materials and marketing programme to promote the initiative across the sector and more widely with other stakeholders
- To develop and deliver 12 training courses as part of a clear training calendar
- To deliver 20 bespoke in house training sessions to identified community and voluntary sector organisations
- To complete 2 study visits to look at the issues and benefits associated with collaboration in the community and voluntary sector
- To provide expert facilitation to 10 organisations/clusters to assist their exploration of and dealing with issues associated with collaboration
- To access qualified legal opinion from Cleaver Fulton Rankin in respect of individual organisational/groups of organisation issues as required

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**Total**                      | **£534,962.00**
### Partnerships, collaboration and mergers support programme

To provide 15 coaching support sessions to key organisational leaders dealing with collaboration.

To develop and deliver one Train the Facilitator course for 10 people to enable support for and consideration of collaboration issues to be rolled out across the sector.

To conduct 8 meetings of the partners: NICVA, CO3 and Stellar Leadership involved in delivery of the programme.

To develop and deliver a relevant programme of research to accompany the programme including case studies and base line information.

10 executive volunteer mentors trained and mentoring provided to 10 mentees in organisations dealing with issues in respect of collaboration.

10 executive career guidance sessions delivered to key personnel in organisations dealing with collaboration issues.

12 in house governance sessions delivered to organisations dealing with collaboration issues.

To appoint a legal advisor as one of the key staff, to develop mechanisms to allow for self audit due diligence for organisations and to assist 4 organisations to utilise the support and carry out self audit due diligence.

To develop and implement effective monitoring and evaluation arrangements for the programme and to commission an external evaluation of the first year of activity.

To establish and implement a programme advisory group representing key stakeholders to advise on the direction of the programme and which will meet 3 times per annum.

### 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 2011

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.

### Partnerships, collaboration and mergers support programme

The outputs achieved by Collaboration NI during the first year are set out in the table below.

<table>
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<tr>
<th>Five Stages</th>
<th>Activities and Outputs</th>
<th>Year 1 Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Engage</td>
<td>Conference and launch of project</td>
<td>Qtr 1 Participants 150</td>
<td>Yes</td>
</tr>
<tr>
<td>2. Resource</td>
<td><a href="http://www.collaborationni.org">www.collaborationni.org</a> designed, developed and maintained</td>
<td>Qtr 1 Set of guidance notes and multi-media toolkit</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3. Facilitate</td>
<td>Courses in annual training calendar</td>
<td>10 Participants 100</td>
<td>6 68</td>
</tr>
<tr>
<td></td>
<td>Study visits arranged</td>
<td>2 Participants 30</td>
<td>1 10</td>
</tr>
<tr>
<td></td>
<td>In-house training sessions</td>
<td>20 Participants 100</td>
<td>16 111</td>
</tr>
<tr>
<td></td>
<td>People mentored</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Volunteer mentors</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Requests for coaching</td>
<td>15 Coaching sessions delivered 45</td>
<td>11 18</td>
</tr>
<tr>
<td></td>
<td>Requests for expert facilitation</td>
<td>10 Expert facilitation sessions 30</td>
<td>12 28</td>
</tr>
<tr>
<td>4. Execute</td>
<td>Self audit due diligence</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Executive career guidance counselling sessions over three years</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>In-house governance sessions</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>5. Sustain</td>
<td>Train The Facilitator course</td>
<td>1 Participants 15</td>
<td>Scheduled for early 2012</td>
</tr>
</tbody>
</table>

### 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...
### Partnerships, collaboration and mergers support programme

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 Collaboration NI the 2012 targets are as follows

<table>
<thead>
<tr>
<th>Five Stages</th>
<th>Activities and Outputs</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Engage</td>
<td>Conference and launch of project</td>
<td>Qtr 1 150</td>
</tr>
<tr>
<td></td>
<td>Annual policy symposium in Year 2 to contribute to the debate</td>
<td>1 75</td>
</tr>
<tr>
<td>2. Resource</td>
<td><a href="http://www.collaborationni.org">www.collaborationni.org</a> designed, developed and maintained Set of guidance notes and multimedia toolkit</td>
<td>Qtr 1 Ongoing</td>
</tr>
<tr>
<td>3. Facilitate</td>
<td>No courses in annual training calendar</td>
<td>10 100</td>
</tr>
<tr>
<td></td>
<td>In-house sessions</td>
<td>40 80</td>
</tr>
<tr>
<td></td>
<td>Study visits arranged</td>
<td>2 20</td>
</tr>
<tr>
<td></td>
<td>No people mentored</td>
<td>20 200</td>
</tr>
<tr>
<td></td>
<td>No requests for coaching</td>
<td>35 105</td>
</tr>
<tr>
<td></td>
<td>No requests for expert facilitation</td>
<td>25 75</td>
</tr>
<tr>
<td>4. Execute</td>
<td>No self audit due diligence</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>No executive career guidance counselling sessions over three years</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>No of in-house governance sessions</td>
<td>24</td>
</tr>
<tr>
<td>5. Sustain</td>
<td>No of Train the Facilitator courses</td>
<td>2 30</td>
</tr>
<tr>
<td></td>
<td>No of participants</td>
<td>0 50</td>
</tr>
</tbody>
</table>

### Establishment of a permanent loan fund for the NI community and voluntary sector

**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.

**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.

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.

**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 2011**

The Building Change Trust Loans Project for Charities in Northern Ireland is being supported with a £1 million capital grant to Charity Bank from the Building Change Trust

The agreement between the Trust and Charity Bank is effective from 01 November 2011 and runs until 31 October 2018.

£500,000 has been paid on signing of the agreement with a further payment of £500,000 to take place after 1 year of operation of the initiative.

During Year 1 of the project the bulk of which will take place during the calendar year 2011 the following targets have been agreed

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of loans</td>
<td>0</td>
</tr>
<tr>
<td>Av loan size £'000's</td>
<td>0</td>
</tr>
<tr>
<td>Amount lent £'000's</td>
<td>0</td>
</tr>
<tr>
<td>Cumulative amount lent £'000's</td>
<td>0</td>
</tr>
<tr>
<td>Deposits £'000's</td>
<td>500</td>
</tr>
</tbody>
</table>
Establishment of a permanent loan fund for the NI community and voluntary sector

- 1 Investment Readiness Support Programme seminar to be provided within 2 months of the Effective Date and a further 2 seminars to be provided within 6 months of the Effective Date to the Northern Ireland community and voluntary sector. (The effective date is 1 November 2010).

Charity Bank must commission and deliver an Investment Readiness Support Programme to the reasonable satisfaction of BCT for a 5 year period commencing in 2011.

This programme will provide a number places per year in each of 5 years to participants who will be identified as BCT participants i.e. from charitable community and voluntary organisations in Northern Ireland.

An external independent evaluation of progress in Year 1 will be commissioned by Charity Bank and presented to the Trust between months 9 and 12.

Evaluation
Charity Bank will be required to commission an external independent formative evaluation. The Trust’s own external evaluation will also consider the programme.

Outcomes and impact
A wider discussion on the potential for loan finance to support the sector.

An increase in loan applicants and deposit making with Charity Bank.

A more knowledgeable workforce within the sector equipped to make better informed decisions in respect of financial management.

The development of other social finance products for Northern Ireland in the future.

Progress 2011

The challenge in 2011 was for Charity Bank to deliver against the targets agreed between it and the Trust and as set out in the contract. To facilitate independent consideration of progress and as contractually required Charity Bank commissioned an external independent evaluator (RSM McClure Watters) to carry out a formative external independent evaluation of the Trust project and a similar initiative funded by The Atlantic Philanthropies annually over a 5 year period. The report on the first year activity was provided to the Trust in Autumn 2011 for consideration in advance of the decision on the 2nd payment of £500,000.

The conclusions of that evaluation report are as follows:

- Loans and Deposits – CB has met and indeed exceeded all of its targets with regard to Loans and Deposits;
- Investment Readiness Seminars - CB has delivered 3 seminars and has met all of the expected deliverables with regard to Investment Readiness Seminars; and
- Investment Readiness Support Programme- CB has appointed UU (working with CIPFA and ORTUS) to deliver an accredited programme. It has met all of the conditions of the BCT Loan in respect of the Investment Readiness Support Programme.

Consideration of the conclusions of this evaluation report resulted in the Trust agreeing and making the 2nd instalment of £500,000 to Charity Bank in Autumn 2011.

Establishment of a permanent loan fund for the NI community and voluntary sector

**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 established contractually with Charity Bank for 2012 are as follows:

**Outcomes are as follows:**

**Loan making and deposit raising £000’s.**

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<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No of loans</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td>49</td>
</tr>
<tr>
<td>Av loan size £’000’s</td>
<td>0</td>
<td>0</td>
<td>50</td>
<td>70</td>
<td>90</td>
<td>100</td>
<td>100</td>
<td>85</td>
<td>70</td>
<td>81</td>
</tr>
<tr>
<td>Amount lent £’000’s</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>280</td>
<td>540</td>
<td>800</td>
<td>900</td>
<td>1,270</td>
<td>2,630</td>
<td>3,470</td>
</tr>
<tr>
<td>Cumulative amt lent £’000’s</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>380</td>
<td>920</td>
<td>1,720</td>
<td>2,630</td>
<td>3,470</td>
<td>4,170</td>
<td></td>
</tr>
<tr>
<td>Deposits £’000’s</td>
<td>0</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>185</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>3,685</td>
</tr>
</tbody>
</table>

The Outputs referred to above are based on payment to the Contractor of the Further Grant Payment however if the total Grant paid to the Contractor is less than £1,000,000 the Outputs for 2012 onwards shall be reduced pro-rata according to the amount of the Grant actually paid to the Contractor.

**Loan making**

In terms of classifying loans made as “Building Change Trust Loans” this will be as follows:

- Only subset of loans made after the date of this agreement
- Loans to Charities operating in Northern Ireland

**Deposit taking**

The Contractor agrees to raise £3.685m in deposits in Northern Ireland from the Effective Date until the end of the Term. The targets for each year are outlined below. Exceeding the deposits target in any one year will result in the reduction and reprioritising of deposit targets for subsequent years, but maintaining the overall target of £3,685,000.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Deposits £’000’s</td>
<td>0</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>185</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>3,685</td>
</tr>
</tbody>
</table>

In respect of Investment Readiness in the period 2012 on, Charity Bank have contracted The University of Ulster in collaboration with Orts and CIPFA to develop and deliver an Advanced Diploma in Third Sector Sustainable Investment annually for each of 5 years. The first programme commenced in 2011 with 26 students, a further cohort will be recruited in 2012 and subsequent years. The capital grant from the Trust to Charity bank indirectly supports this initiative and whilst Charity bank reports on progress, the Trust is not directly engaged on helping shape the actual programme content nor has a role with the recruitment/selection of participants.
PROTECTOR’S REPORT 2011

Background
This is my third report as the Protector of the Building Change Trust (‘the Trust’). The Trust 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. 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. It took effect on 12 December 2008 and was for an initial period of three years. This period has recently been renewed for a further three years 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.

Duties of the Protector
My principal duty is 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. Throughout the year I have remained engaged with both the Corporate Trustee and with BIG. In discharging my duties I acknowledge the continuing help and assistance that I have received from all of the Directors of the Corporate Trustee over the last twelve months and in particular the Chairman, Bill Osborne, and the Trust Administrator Nigel McKinney of the Community Foundation for Northern Ireland. I would also wish to thank Joanne McDowell and her colleagues at BIG for their invaluable support.

Overview
The challenges set for the Corporate Trustee during first three years were considerable and I always envisaged that of the Directors would require time to settle into and develop its administrative and strategic functions. With this in mind I spent a considerable amount of time with the Directors during over the past three years attending at Board and other Trust meetings. However, as Protector, I consider that I am now in a position to have a more considered involvement with the work of the Trust.

The initial award programmes are coming to a close, the learning from those and other programmes is being gathered, the Trust has in place robust financial and administrative arrangements, and it has prudently managed its investments (and indeed exceeded its own demanding targets).

The Trust has been subject to a number of evaluations which have facilitated the Directors in their preparation for the next stage of the Trust’s work. Towards the end of this year the Directors gave considerable thought to their future strategy and programmes. I commend their decision to be flexible in their decision making; for example, by discontinuing the Exploring and Delivering change award programmes as originally conceived. It is important that this Trust should not be overborne with the weight of the administration of award programmes. It 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.

I acknowledge the substantial progress that has been made especially, for example, in relation to the development of Collaboration NI, the establishment of the permanent loan fund for Northern Ireland with Charity Bank, the work carried out by the Trust’s original bid partners, and the efforts of the Directors to ensure that the image and ‘brand’ of the Trust is promoted and recognisable. I am also pleased to note the significant interest from both the voluntary and public sectors, as well as the positive feedback received, in relation to work being undertaken by the Trust in its the added value programme which has been very beneficial in providing a safe place for discussion, reflection on practice, sharing learning and investigating new methods and opportunities; including for example social finance.

The Directors are to be commended for adapting the Trust’s original business plan to meet the changing needs of the community and voluntary sector.

I am satisfied that the Directors both acknowledge and are focused on the challenges and opportunities and I will continue to encourage the Directors to meet these. The ability of the Trust to have a significant and lasting impact on the community and voluntary sector, and in particular the social economy cannot be underestimated.

Protector Issues
During the past year I have discussed with the Corporate Trustee a number of issues relating to the operation and activities of the Trust. These included the following:

- A review of action taken in relation to issues raised in the Protector’s 2010 Report;
- The development of a ‘mid-term’ strategic vision and associated programmes for the Trust;
- 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.

I am satisfied that the Directors have given their full attention to all issues that have been raised.
Chair

Bill Osborne’s initial term as non-executive Chairman of the Trust ended in December 2011. In the past three years he has committed himself with huge enthusiasm and personal time, to the work of the Trust. The Corporate Trustee has extended his appointment for a further twelve months and I note that the Directors (other than Bill Osborne) are engaged in a consideration of the nature and requirements of the role of Chair of the Trust. Such is the importance of the Chair’s position in a body such as the Trust, that I have encouraged the Directors to conclude on this issue at the earliest opportunity and will keep this under review.

Operational and Financial Matters

As Protector I have informed the Directors that it is my intention to meet with the Auditors of the Trust and the Corporate Trustee and review with them the draft accounts of both prior to the accounts being proposed for consideration and formal approval.

I am satisfied that the Trust’s funds continue to be prudently and properly invested, and as noted above, the investment returns to date have exceeded the challenging targets set by the directors.

Directors and Governance

There have been a number of changes to the Board of the Corporate Trustee in the course of this year. Peter Osborne, BIG’s nominated director was replaced by Dr. Julie Harrison. In my Report for 2010 I noted the retirement Libby Keys who was a nominee of the Rural Community Network. Unfortunately her replacement, Ruth Moore, who was appointed in May 2011, has since had to retire from the Board (in March 2012) and a replacement has yet to be appointed.

It is inevitable that from time to time one or more Directors may have to retire for various reasons. I would encourage those with power to appoint to move quickly to effect a replacement. It is also a challenge for the Corporate Trustee to attract new Directors and this is something I intend to consider further with the Directors in the coming year.

The Directors now meet for full board meetings on a quarterly basis with a number of sub committees meeting more regularly. This has improved the work and efficiency of the Board and the Trust without weakening its governance.

Conclusion

My first three years as Protector of the Trust have been interesting, at times challenging, but have reinforced my belief that the Trust has made considerable progress in delivering on its remit. I am grateful to BIG and the Corporate Trustee for extending my period as Protector for a further period.

Michael Wilson

3 May 2012

Directors’ response to Protector’s report

The Directors’ of Building Change Trust Limited welcome the report of the Protector, Michael Wilson for 2011.

The Directors are grateful for the advice and support of the Protector received during the year and note his comments that he is now in a position to have a more considered involvement with the work of the Trust following the focus on administrative and financial arrangements during the first period of the Trust’s life.

As the Trust moves into a second phase of activity in the 2012 - 2015 period we believe that the input of the Protector will continue to be important in respect of a number of areas as follows.

1. Directors and Governance

The role of Director of the corporate Trustee is perhaps more demanding and time consuming than was originally conceived when the original business plan was developed. We believe we need to consider amongst ourselves and with the Protector the need to recruit additional Directors to ensure there are sufficient Directors with the appropriate skills, knowledge and experience to enable the Trust to work effectively and to consider, obtaining the views of the original bid partners as appropriate, if the governance arrangements of the Trust will remain fit for purpose into the future. We also intend to make final decisions in respect of the arrangements for chairing the Trust by mid 2012.

2. Programme development and implementation

Some of the areas of work the Trust is now exploring such as impact measurement and social finance are complex, not only of themselves but due to the need to account for the views and activity of a wide range of stakeholders within the community and voluntary sector and elsewhere and of the need to take account of programmes of work taking place elsewhere in the UK.

It may now be appropriate to consider the Trust using its wide powers of delegation to internal and external committees and bodies as a means to both enable more effective working across a range of activity and the involvement of other stakeholders.
Summary financial information for the year ended 31 December 2011

The full set of accounts for both entities; Building Change Trust and Building Change Trust Limited 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

Solicitors
Cleaver Fulton Rankin
50 Bedford Street
Belfast
BT2 7FW

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

Secretary
M Monaghan

Company registration number
NI 071182

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

Building Change Trust Limited

Profit and loss account for the year ended 31 December 2011

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 2011

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<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>
### Annual Report 2011

#### The Building Change Trust

**Reference and administrative information**

<table>
<thead>
<tr>
<th>Trustee</th>
<th>Building Change Trust Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trustee</strong></td>
<td>W B Osborne</td>
</tr>
<tr>
<td>Directors</td>
<td>J McVey</td>
</tr>
<tr>
<td></td>
<td>M Meehan</td>
</tr>
<tr>
<td></td>
<td>M J McCarthy</td>
</tr>
<tr>
<td></td>
<td>A M McGeeney</td>
</tr>
<tr>
<td></td>
<td>B Bigger</td>
</tr>
<tr>
<td></td>
<td>W R Gamble</td>
</tr>
<tr>
<td></td>
<td>M Monaghan</td>
</tr>
<tr>
<td></td>
<td>Dr J Harrison</td>
</tr>
<tr>
<td></td>
<td>R Moore</td>
</tr>
<tr>
<td><strong>Protector</strong></td>
<td>M Wilson</td>
</tr>
<tr>
<td><strong>Address</strong></td>
<td>Community House</td>
</tr>
<tr>
<td></td>
<td>City Link Business Park</td>
</tr>
<tr>
<td></td>
<td>Albert Street</td>
</tr>
<tr>
<td></td>
<td>Belfast</td>
</tr>
<tr>
<td></td>
<td>BT12 4HQ</td>
</tr>
<tr>
<td><strong>Bankers</strong></td>
<td>First Trust Bank</td>
</tr>
<tr>
<td></td>
<td>31 – 35 High Street</td>
</tr>
<tr>
<td></td>
<td>Belfast</td>
</tr>
<tr>
<td></td>
<td>BT1 2AL</td>
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<tr>
<td><strong>Investment Managers</strong></td>
<td>Quilter &amp; Company Limited</td>
</tr>
<tr>
<td></td>
<td>Montgomery House</td>
</tr>
<tr>
<td></td>
<td>29 – 33 Montgomery Street</td>
</tr>
<tr>
<td></td>
<td>Belfast</td>
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<td>BT1 4NX</td>
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<tr>
<td><strong>Solicitors</strong></td>
<td>Cleaver Fulton Rankin</td>
</tr>
<tr>
<td></td>
<td>50 Bedford Street</td>
</tr>
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<td></td>
<td>Belfast</td>
</tr>
<tr>
<td></td>
<td>BT2 7FW</td>
</tr>
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<td><strong>Auditors</strong></td>
<td>KPMG</td>
</tr>
<tr>
<td></td>
<td>Stokes House</td>
</tr>
<tr>
<td></td>
<td>17 - 25 College Square East</td>
</tr>
<tr>
<td></td>
<td>Belfast</td>
</tr>
<tr>
<td></td>
<td>BT1 6DH</td>
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<tr>
<td><strong>HM Revenue &amp; Customs</strong></td>
<td>XT11390</td>
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#### Statement of financial activities

Year ended 31 December 2011

<table>
<thead>
<tr>
<th>Unrestricted funds</th>
<th>Unrestricted funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming resources</strong></td>
<td>£</td>
</tr>
<tr>
<td>Incoming resources from generated funds</td>
<td>£</td>
</tr>
<tr>
<td>Investment income</td>
<td>550,657</td>
</tr>
<tr>
<td>Voluntary income</td>
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</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
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<tr>
<td></td>
<td>581,102</td>
</tr>
<tr>
<td><strong>Resources expended</strong></td>
<td>£</td>
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<tr>
<td>Costs of generating funds</td>
<td>(16,981)</td>
</tr>
<tr>
<td>Investment management costs</td>
<td>(16,914)</td>
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<tr>
<td>Charitable activities</td>
<td>(522,107)</td>
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<td>Other resources expended</td>
<td>(194,714)</td>
</tr>
<tr>
<td><strong>Total resources expended</strong></td>
<td>£</td>
</tr>
<tr>
<td></td>
<td>(771,879)</td>
</tr>
</tbody>
</table>

#### Net (outgoing)/incoming resources before other recognised gains and losses

| £ |
| (190,777) |

#### Other recognised gains and losses

- 

#### Realised and unrealised (losses)/gains on investment assets

| £ |
| (278,700) |

#### Net movement in funds

| £ |
| (469,477) |

#### Total funds brought forward

| £ |
| 7,670,755 |

#### Total funds carried forward

| £ |
| 7,201,278 |
The Building Change Trust
Balance sheet
As at 31 December 2011

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted 2011 £</th>
<th>Unrestricted 2010 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>6,748,072</td>
<td>8,716,851</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>4,193</td>
<td>226</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>1,120,763</td>
<td>901,534</td>
</tr>
<tr>
<td>Total current assets</td>
<td>1,124,956</td>
<td>901,760</td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts falling due within one year</td>
<td>(23,083)</td>
<td>(91,319)</td>
</tr>
<tr>
<td>Grants payable within one year</td>
<td>(636,909)</td>
<td>(1,678,247)</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>(659,992)</td>
<td>(1,769,566)</td>
</tr>
<tr>
<td>Net current (liabilities)/assets</td>
<td>464,964</td>
<td>(867,806)</td>
</tr>
<tr>
<td>Total assets less current liabilities</td>
<td>7,213,036</td>
<td>7,849,045</td>
</tr>
<tr>
<td>Grants payable after more than one year</td>
<td>(11,758)</td>
<td>(178,290)</td>
</tr>
<tr>
<td>Net assets</td>
<td>7,201,278</td>
<td>7,670,755</td>
</tr>
<tr>
<td>Trust funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>7,201,278</td>
<td>7,670,755</td>
</tr>
<tr>
<td>Total funds</td>
<td>7,201,278</td>
<td>7,670,755</td>
</tr>
</tbody>
</table>
The Building Change Trust is managed by a corporate Trustee, Building Change Trust Limited.

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

The corporate Trustee, 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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Citylink Business Park
Albert Street
Belfast
BT12 4HQ

Telephone: 028 90408726

Website: www.buildingchangetrust.org

E-mail: info@buildingchangetrust.org

Twitter: @changetrust