Background &
Executive Summary
The **NI Executive’s Community Asset Transfer (CAT) policy** (2014) was developed to support the commitment in the Programme for Government (2011-2015) to “invest in social enterprise growth to increase sustainability in the broad community sector”. The policy provides a framework to facilitate community ownership of surplus public sector assets as an option as part of the normal disposal process.

Voluntary and Community Division (VCD) in Department for Communities (DfC) have lead responsibility for the implementation of the policy and can offer advice to asset owners in receipt of a CAT interest. VCD have appointed Development Trusts NI (DTNI) as their Third Sector delivery partner to support those Third Sector Organisations (TSO) interested in CAT.

Land & Property Services in the Department of Finance (DoF) implements a process to enable CATs to be part of the disposal of surplus public land.

The CAT Policy document does not cover the detailed mechanics of how the asset owner “considers” CAT as an option in practice, rather this was to be developed through learnings from the initial demonstration phase of CAT cases.

SIB’s Asset Management Unit had their Action Plan 2017/18 agreed by NICS Board and this included recommendations on progressing improvements to the process for disposing of surplus assets, including work with DfC and main stakeholders to improve the process and secure appropriate resources for Community Asset Transfer. The process was updated in October 2018.

The challenge question that framed the 2 day Strategic Insight Lab was:

> ‘How can we collaborate on a common agenda to enable communities to best utilise (surplus) public assets to deliver better outcomes and public good?’

The purpose of the lab was to bring together key stakeholders from across a range of sectors and other jurisdictions, including representatives from the community and voluntary sector, civil servants working in both operational delivery and policy making roles, academics, representatives of local government and service users, to help collectively develop recommendations that will help inform the future strategic direction for Community Asset Transfer in Northern Ireland and its links to other policy areas. Within this, the hope was that the Lab would generate some fresh thinking that would help to develop both strategic and tactical solutions that would maximise asset utilisation.

It is intended that the outputs of the Strategic Insight Lab – the high-level recommendations setting the strategic direction in response to the challenge question – will be presented to Ministers in due course for their consideration. Alongside this, both DoF and DfC (in the context of their specific roles within CAT policy implementation) are committed to considering how they might implement any recommendations that are within the existing parameters of the CAT policy and other linked policy areas.
The objectives of the Strategic Insight Lab were agreed as follows:

- To identify the key challenges, opportunities and gaps relating to the challenge question.

- To develop recommendations relating to the key themes and questions identified by participants for further consideration by the sponsor Departments.

- To produce a report capturing the detail of the 2 day event that may help inform any further work on this area.

In identifying attendees to the Strategic Insight Lab event, engagement and discussion took place between the Sponsor, key stakeholders and the Innovation Lab to ensure there was an optimal mix, spread and balance of participants representing the Community Asset Transfer landscape from across a range of sectors. It was important to get a cross sector spread of participant representation to enable collaboration and dialogue on this particular challenge. A full list of participants is set out in Appendix A.
Executive Summary

The Strategic Insight Lab event took place on 16th and 17th September 2019 and the interest of all the participants in addressing the challenge question was evident throughout the course of the 2 day process, in the collaborative and partnership approach adopted throughout.

By working through the exercises, individuals and stakeholder groups were able to look at and understand the challenge from other perspectives. It is this approach, coupled with the energy, enthusiasm and passion of stakeholders at the event that was instrumental in leading to 32 recommendations.

A list of these recommendations is recorded below as per the questions that were considered by 6 groups. They are not prioritised in any particular order.

RECOMMENDATIONS

Recommendations generated from the following questions:

How can we plug the legislative gap – not just CAT but associated issues?

How can we enshrine community rights in NI legislation?

- Start a policy development process to prepare draft CAT legislation (or options) in anticipation of the Assembly coming back.
- Publish more information on public assets.
- Clarification on key aspects of the current process and policy to remove barriers – guidance.
- Establish a ‘warehouse’ fund and team to acquire suitable assets and work through the consideration of CAT proposals.

Recommendations generated from the following questions:

How can the policy be flexible enough to work for a wider range of situations / scenarios (ownership and control – lease / management agreement)?

How can we use the CAT policy to deliver Programme for Government outcomes (better align and prioritise strategic objectives)?

- Position and communicate CAT as an enabler and a link to policy but not an end in itself.
- Associated processes must have a flexibility reflecting individual needs / dynamics of projects.
Consider taking a thematic approach like mental health and wellbeing across all departments to advance the achievement of the outcome through CAT.

- Linking CAT to existing Departmental Strategies.
- Move / transfer an asset to a department with the ‘Vires’.
- Departments / council to take a look at overall assets and scope for CAT before the surplus.

Recommendations generated from the following questions:

**How can we streamline the process and awareness?**

**How can a ‘Clearing House’ be created – a key point of initial contact – one stop shop?**
- Create a centralised service for disposal of all surplus assets which will:
  - Publicise all available assets.
  - Develop a register of assets and create an API – Open Data.
  - Offer support including all technical and professional expertise eg legal, economic (to public and VCS).
  - Create a matching service (like AIRBnB)
  - Take a collaborative approach to assessment of EoI.

Recommendations generated from the following questions:

**How do we define social value / public goods? (legislation and leadership)**

**How can we develop and take a consistent approach to accounting for social value in business cases?**
- Build understanding of this work and build capacity across all sectors.
- Educate and clarify the process to start to demystify it, ensuring a consistent approach and message.
- Communicate and promote seminars; mentors; guidance; workplace platforms (‘whatsapp’).
- Build Programme for Government outcomes into the business case process.
- Get buy in from leaders and embed in the policy.
Recommendations generated from the following questions:

How can we maximise information on public ownership – land and buildings – the principle of open data? (recognition of project but using council as starting point)

How can we identify and develop specific capacity / capability in relation to owning and long term management or transferred assets?

- Single open access database for all surplus assets, including all relevant information in a timely manner.
- Land and Property Services to work with all stakeholders to achieve the above point.
- Implement a UK wide commitment to open government.
- The D1 [surplus asset disposal] process should include surplus local government assets.
- Resourcing for structured peer learning.
- Agree baseline assessment criteria on competency / capability.
- Build competency / capability questions into expression of interest process to identify potential competency / capability issues.
- Agree support approach following expression of interest process.
- Create a resourced central unit to lead on all stages of the CAT process and sign post to relevant existing support services (or assign funding to buy in support).
- Facilities management training should be mandatory before taking on an asset.

Recommendations generated from the following question:

How can we better broker local authority relevance and therefore funding? - to include:

- Elements of funding (feasibility and benefits; acquisition; refurb / project costs; a community asset fund to develop and implement policy and support investment.
- Role of credit unions/social finance
- Incorporation, encouragement and promotion of private funding.

- Consolidate political and departmental support for establishing a comprehensive £1billion funding pot for community ownership and control.
- Explore the need for legislation to enable the operation of the fund – i.e. enabling asset owners to forego capital receipts.
• Explore options for the establishment of a fund structure (learning from best practice) including multi stakeholder communities and looking at the role of the private sector and credit unions.

• Explore the development of a single administrative body for funding and project support (including a potential pilot and including use of dormant funds).

• Establish a fund including project support, aftercare, Monitoring and Evaluation, etc.

• Roll out of fund by 2023.
Context

The challenge question that formed the framework for discussion and consideration during the 2 day innovation event was developed and agreed by the Department and key stakeholders as follows:

‘How can we collaborate on a common agenda to enable communities to best utilise (surplus) public assets to deliver better outcomes and public good?’

The question was issued in advance to participants as a means of setting the scene and scope.

Attendees included key stakeholders from across key sectors representing the field of Community Asset Transfer. There were 2 main sectors identified and represented for the purposes of the Strategic Insight Lab, recognising that there was cross over between sectors. These are set out below (in no particular order):

- 3rd Sector Representation and Funders

- Public Sector (including Councils, Solace, asset owners/potential purchasers). Within this group were policy specialists and asset management professionals,

As part of this cohort the group welcomed several expert speakers including Linda Gillespie from the Community Ownership Support Service (COSS), Lorraine Hart, a Town Planner, property manager and property developer with 30+ years’ experience in the not for personal profit sector and Stephen Rolph from Locality, a charity which supports community organisations in England with Community Asset Transfers.

From the outset participants showed a willingness and eagerness to collaborate together and reach consensus on a pathway for progression for the challenge. Participants had been provided with some background reading from the Department in advance of the 2 day Strategic Insight Lab.
The Innovation Lab Process

...connecting, collaborating, listening, failing fast, learning, disrupting, inventing, and enabling.
**General**

The Lab took place over 2 highly intensive, practical and interactive days. The agenda for the 2 day event is at Appendix B.

The exercises were designed to ensure people worked in a collaborative and partnership manner, where relationships between different stakeholder sectors could be explored, harnessed and developed. Exercises took place on an individual basis, in table settings, in stakeholder group settings and in large group format.

The Double Diamond Design Model was used as the framework for the event. It has 4 distinct phases: Discover, Define, Develop and Deliver. While normally used in service design projects, it provided a disciplined, logical process that participants were progressed through together to ensure the event had a productive output. The 2 days focused on the first 3 stages of the double diamond – Discovery, Define and Develop.

*Figure 1: The Double Diamond Design Model*

The double diamond approach encourages people to diverge and converge their thinking at different parts of the process and the exercises were designed to achieve this approach. Additionally each exercise was carefully planned to build on the previous one to ensure that any learning or understanding was constant and focused, and anchored in outputs from the earlier parts of the process.
Day 1: Stage – 1 Discovery and Define

For the first part of the day participants heard from a series of speakers:

- Ian Snowden – Chief Executive, Land and Property Services, Department of Finance.
- Linda Gillespie from the Community Ownership Support Service (COSS).
- Lorraine Hart, a Town Planner, property manager and property developer with 30+ years in the not for personal profit sector.
- Stephen Rolph from Locality.

The speaker sessions were designed to provide attendees with an overall context for the event, putting the challenge in context and opening up minds with examples of different perspectives on Community Asset Transfer and the benefits that ownership of assets can bring to communities. This was to encourage participants to move into a more creative space in terms of addressing the challenge question.

Following several of the speaker sessions the table groups were given time to have a brief discussion on what they had heard, identify any key questions for the speakers and write down any key insights they had identified from the talks and the group conversations. These populated general insights boards and were considered as part of the theming phase of the Strategic Insight Lab.

Some insights identified included:

- Market value v Community Value.
- We need legislation.
- More than one way to transfer.
- Collection of expertise to provide training / support to community groups.
- Consistent guidance and practice would make a big difference.
- Holistic consideration of CAT required – not asset owner in isolation.
- Reluctance of trustees to take on the risk.
- There is no ‘one size fits all’- communities are individual.
- Meanwhile use does not have to mean change of use.
- The role / potential role of local authorities.
- A central property management organisation.
- Collaboration takes time and requires a distribution of power.
- How to measure social value?
- How do we create government and community partnerships that are fair and equal?
The late morning and afternoon exercises encouraged participant groups to:

- Understand the Challenge Question from the perspective of the other sector group (empathy mapping). Groups were also asked to identify key priorities of other sector groups and what groups thought were the priorities for the sectors they were emphasising with.

- Focus on looking at the gaps, challenges and opportunities facing Community Asset Transfer within the scope of the challenge question. The process applied allowed all participants to input their individual views in relation to each of these areas.
Following the above exercises the participants were asked to take all the information generated from the day (insights boards, empathy maps on different perspectives and sector priorities and the information populated by the group on the challenges, gaps and opportunities) and asked to identify the key themes emerging from the information based on what had been populated on the sheets.

Participants were split into 4 groups, with each group considering one of the following and identifying the key themes arising from the information on the specific sheets.

- The information on the Gaps sheets.
- The information on the Challenges sheets.
- The information on the Opportunities sheets.
- The information on the General Insights boards

Once the groups had identified the themes from the information they were looking at, one person from each group came forward with their group themes and assisted in developing a master copy from across all the information generated on Day 1.

In total 8 themes were identified to be taken forward for progression. Some sub headings were identified under the broad themes that were to be taken into account in progressing to the next stage. These sub headings were not an exhaustive list of what could be considered under the themes which were viewed in their widest context for the purposes of the next stage – question generation.
The themes are set out below but are not in any particular order of significance:

- **OUTCOMES** – to include strategy and benefits.
- **LEADERSHIP** – to include risk and political pressure / conflicts.
- **COLLABORATION** – to include relationships (across all sectors / within sectors) and a shared agenda.
- **FUNDING** – to include budgets.
- **POLICY AND LEGISLATION** – to be considered as an enabler and a barrier.
- **CAPACITY** – to include capability (across sectors) and resilience.
- **INFORMATION AND KNOWLEDGE** – to include support and learning.
- **PROCESS** – to include consistency of approach, value (social), innovation, transparency, governance, deal structures and organisation (centralisation).
Day 2: Stage 2 – Develop (Ideation)

The focus of Day 2 was on the development phase of the Double Diamond where the group continued to build on the great work from the previous day through developing key questions, generating ideas and pulling the rich input together to develop the recommendations.

Day 2 commenced with the participants developing the key questions that they collectively thought needed to be asked in relation to each of the themes developed at the end of Day 1.

A World Café style session was held with each group having a period of time to discuss the themes at each table and write down the key questions that the group felt related to the individual themes. This process ensured everyone had the opportunity to input their views, ideas and opinions on the development of the key questions relating to each theme.

The participants were asked to develop the questions in the form of ‘How can we...’ At each table setting one person from the previous group remained to explain the content already populated to remove the likelihood of any duplication of questions.

Following the identification of the questions (taking account of removing any clear duplications and merging relevant questions together where required), a dot voting process was taken forward with each participant being given a number of dots to place against the questions they individually would like to see taken forward for further exploration.

It was not possible to deliberate on each individual question due to time constraints, but in the interests of providing a complete overview of the process a full list of those questions is provided in Appendix C.

The questions with the most dots beside them were selected. A total of 11 questions were selected as follows but they are not in any specific order:

1. How can we plug the legislative gap – not just CAT but associated issues?
2. How can the policy be flexible enough to work for a wider range of situations / scenarios (ownership and control – lease / management agreement)?
3. How can we enshrine community rights in NI legislation?
4. How can we streamline the process and awareness?
5. How can a ‘Clearing House’ be created – a key point of initial contact – one stop shop?
6. How can we use the CAT policy to deliver Programme for Government outcomes (better align and prioritise strategic objectives)?
7. How do we define social value / public goods? (to include legislation and leadership)

8. How can we identify and develop specific capacity / capability in relation to owning and long term management or transferred assets?

9. How can we maximise information on public ownership – land and buildings – the principle of open data? (recognition of project but using council as starting point)

10. How can we better broker local authority relevant and therefore funding? - to include:
   a. Elements of funding (feasibility and benefits; acquisition; refurb / project costs; a community asset fund to develop and implement policy and support investment.
   b. Role of credit unions.
   c. Incorporation, encouragement and promotion of private funding?

11. How can we develop and take a consistent approach to accounting for social value in business cases?
**Ideation – idea generation and selection**

The questions were split into 6 clusters and were considered by 6 groups as follows:

- 1 and 3 were considered together
- 2 and 6 were considered together
- 4 and 5 were considered together
- 7 and 11 were considered together
- 8 and 9 were considered together
- 10 was taken on its own as it was an amalgam of 4 merged questions.

Each of the 6 tables randomly selected a cluster to take forward and consider further as part of a deep dive session for idea generation.

The groups were then asked to ‘go wild’ for idea generation purposes on each of the questions to think about what ideas could exist in a world where there were no barriers, restrictions, assumptions to be made in relation to each question they were considering.

The groups were then asked to consider what was good about what they had identified at the ‘go wild’ phase, what was problematic and, taking account of both of these factors, what were the possible solutions to the questions.

The solutions were then reframed into recommendations in the context of the overarching challenge question and the questions that had been explored further.
Recommendations and Next Steps
Recommendations

In total the participant group developed 32 recommendations for consideration. In the first instance the recommendations will be considered by the sponsor Department, the Department of Finance.

A list of these recommendations is recorded below that emanated from the particular questions that were considered in the lab. They were not prioritised in any particular order.

Recommendations generated from the following questions:

How can we plug the legislative gap – not just CAT but associated issues?

How can we enshrine community rights in NI legislation?

- Start a policy development process to prepare draft CAT legislation (or options) in anticipation of the Assembly coming back.
- Publish more information on public assets.
- Clarification on key aspects of the current process and policy to remove barriers – guidance.
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- Associated processes must have a flexibility reflecting individual needs / dynamics of projects.
- Consider taking a thematic approach like mental health and wellbeing across all departments to advance the achievement of the outcome through CAT.
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- Create a centralised service for disposal of all surplus assets which will:
  - Publicise all available assets.
  - Develop a register of assets and create an API – Open Data.
  - Offer support including all technical and professional expertise eg legal, economic (to public and VCS).
  - Create a matching service (like AIRBnB)
  - Take a collaborative approach to assessment of EoI.

Recommendations generated from the following questions:

How do we define social value / public goods? (legislation and leadership)

How can we develop and take a consistent approach to accounting for social value in business cases?

- Build understanding of this work and build capacity across all sectors.
- Educate and clarify the process to start to demystify it, ensuring a consistent approach and message.
- Communicate and promote seminars; mentors; guidance; workplace platforms (‘whatsapp’).
- Build Programme for Government outcomes into the business case process.
- Get buy in from leaders and embed in the policy.

Recommendations generated from the following questions:

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- Create a resourced central unit to lead on all stages of the CAT process and sign post to relevant existing support services (or assign funding to buy in support).
- Facilities management training should be mandatory before taking on an asset.

Recommendations generated from the following question:

**How can we better broker local authority relevance and therefore funding? - to include:**

- *Elements of funding (feasibility and benefits; acquisition; refurb / project costs; a community asset fund to develop and implement policy and support investment."
- *Role of credit unions/social finance*
- *Incorporation, encouragement and promotion of private funding.*

- Consolidate political and departmental support for establishing a comprehensive £1billion funding pot for community ownership and control.
- Explore the need for legislation to enable the operation of the fund – i.e. enabling asset owners to forego capital receipts.
- Explore options for the establishment of a fund structure (learning from best practice) including multi stakeholder communities and looking at the role of the private sector and credit unions.
- Explore the development of a single administrative body for funding and project support (including a potential pilot and including use of dormant funds).
- Establish a fund including project support, aftercare, Monitoring and Evaluation, etc.
- Roll out of fund by 2023.
Next Steps

DoF and DfC, in the first instance, will consider this report and the outworking’s of the 2 day Strategic Insight Lab that has provided the first stage of a strategic direction on the challenge question in the form of a set of recommendations.

This report provides a factual account of the 2 day event and summarises all the key information gained from the work of the group.

Due to time restraints only a selection of questions were able to be progressed through idea generation and development.

There is scope to further develop thinking and ideas around this issue by taking forward further questions (Appendix C) that could be achieved through further ½ day facilitated workshops.
Appendices
### List of Attendees and Organisations - Strategic Insight Lab on Community Asset Transfer - 16th/17th September

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helen Anderson</td>
<td>Environment, Marine and Fisheries, DAERA</td>
</tr>
<tr>
<td>Aidy Bird</td>
<td>Resurgam Community Trust</td>
</tr>
<tr>
<td>Joanne Brundle</td>
<td>Departmental Solicitors Office, Department of Finance</td>
</tr>
<tr>
<td>Alison Caldwell</td>
<td>Rural Affairs, Forest Service &amp; Estate Transformation, DAERA</td>
</tr>
<tr>
<td>Nadine Campbell</td>
<td>Age NI</td>
</tr>
<tr>
<td>Kate Clifford</td>
<td>Rural Community Network</td>
</tr>
<tr>
<td>Nicola Creagh</td>
<td>CATOG Rep, Department for Communities</td>
</tr>
<tr>
<td>Pamela Davison</td>
<td>CATOG Rep, Belfast City Council</td>
</tr>
<tr>
<td>John Deyermond</td>
<td>Land &amp; Property Services, Department of Finance</td>
</tr>
<tr>
<td>James Elliott</td>
<td>Voluntary and Community Division – Department for Communities</td>
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<tr>
<td>Charlie Fisher</td>
<td>Development Trusts NI</td>
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<tr>
<td>Caroline Gillan</td>
<td>The Executive Office</td>
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<tr>
<td>Linda Gillespie</td>
<td>Community Ownership Support Service (COSS)</td>
</tr>
<tr>
<td>Alison Gordon</td>
<td>Open House Festival</td>
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<tr>
<td>Iain Greenway</td>
<td>Historic Environment Division – Department for Communities</td>
</tr>
<tr>
<td>David Grills</td>
<td>CATOG Rep - Department of Education</td>
</tr>
<tr>
<td>Rita Harkin</td>
<td>Architectural Heritage Fund</td>
</tr>
<tr>
<td>Lorraine Hart</td>
<td>Town Planner, Property Manager and Developer</td>
</tr>
<tr>
<td>Susan Henderson</td>
<td>CATOG Rep – Land &amp; Property Services, Department of Finance</td>
</tr>
<tr>
<td>Sharon Hetherington</td>
<td>CATOG Rep, Northern Ireland Courts and Tribunals Service (NICTS)</td>
</tr>
<tr>
<td>Janine Hillen</td>
<td>CATOG Rep Newry, Mourne and Down Council</td>
</tr>
<tr>
<td>Sean Kelly</td>
<td>SOLACE Rep - Fermanagh and Omagh District Council</td>
</tr>
<tr>
<td>Paula Jones</td>
<td>CATOG Rep - Department of Health</td>
</tr>
<tr>
<td>Nigel Kinnaird</td>
<td>Development Trusts NI – Director</td>
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<tr>
<td>Donna Knowles</td>
<td>CATOG Rep – Department for Communities</td>
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<tr>
<td>Lisa O’Kane</td>
<td>Northern Ireland Local Government Association (NILGA)</td>
</tr>
<tr>
<td>Lauri McCusker</td>
<td>Fermanagh Trust</td>
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<tr>
<td>Harry McDaid</td>
<td>Ulster Community Investment Trust (UCIT)</td>
</tr>
<tr>
<td>Una McKernan</td>
<td>Northern Ireland Council for Voluntary Action (NICVA)</td>
</tr>
<tr>
<td>Margaret Patterson McMahon</td>
<td>Townsend Enterprise Park</td>
</tr>
<tr>
<td>John Meehan</td>
<td>Development Trusts NI – Chair</td>
</tr>
<tr>
<td>Johnny Moore</td>
<td>CATOG Rep – Strategic Investment Board</td>
</tr>
<tr>
<td>Emer Morelli</td>
<td>Public Spending Directorate, Department of Finance</td>
</tr>
<tr>
<td>Susan Mullan</td>
<td>SOLACE Rep - Derry City and Strabane District Council</td>
</tr>
<tr>
<td>Brendan Murtagh</td>
<td>Queens University, Belfast</td>
</tr>
<tr>
<td>Patrick Neeson</td>
<td>Strategic Policy and Reform, Department of Finance</td>
</tr>
<tr>
<td>Fergus O’Hare</td>
<td>Raidio Failte</td>
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<tr>
<td>Nicholas O’Sheil</td>
<td>Omagh Enterprise Company</td>
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<tr>
<td>Sharon Polson</td>
<td>Voluntary and Community Division – Department for Communities</td>
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<tr>
<td>Lee Robb</td>
<td>Development Trusts NI</td>
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<tr>
<td>Peter Roberts</td>
<td>Chair of Northern Ireland Housing Executive</td>
</tr>
<tr>
<td>Stephen Rolph</td>
<td>Locality</td>
</tr>
<tr>
<td>Jim Rose</td>
<td>SOLACE Rep - Lisburn and Castlereagh City Council</td>
</tr>
<tr>
<td>Stephen Semple</td>
<td>CATOG Rep Northern Ireland Housing Executive (NIHE)</td>
</tr>
<tr>
<td>Ian Snowden</td>
<td>Land &amp; Property Services, Department of Finance</td>
</tr>
<tr>
<td>Shane Whelehan</td>
<td>Development Trusts NI – Director</td>
</tr>
<tr>
<td>Sandy Wilson</td>
<td>Broughshane &amp; District Community Association</td>
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## Agenda - Community Asset Transfer Strategic Insight Lab

**Challenge Question:**

‘How can we collaborate on a common agenda to enable communities to best utilise (surplus) public assets to deliver better outcomes and public good?’

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<td>Sue Barclay – Introductions. What to expect over the 2 days. Ground Rules.</td>
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<tr>
<td>Ian Snowden – Chief Executive, Land and Property Services, Department of Finance.</td>
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<tr>
<td>Linda Gillespie – The benefits ownership of assets can bring to communities. Overcoming issues to CAT and lessons learned. Innovative options for sustaining community assets into the future.</td>
</tr>
<tr>
<td>BREAK</td>
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<tr>
<td>Lorraine Hart and Stephen Rolph – Government and Group perspectives of Community Asset Transfer – the issues and how they could be overcome.</td>
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<tr>
<td>Identification of key messages.</td>
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<td>Insight gathering and population.</td>
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<td>Empathy Mapping and feedback.</td>
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<td>COG.</td>
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<td>BREAK</td>
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<td>COG continued.</td>
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<td>DAY 2</td>
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<td>Reflection on DAY 1.</td>
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<tr>
<td><strong>BREAK</strong></td>
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<td>Question Development contd.</td>
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<tr>
<td>Question selection.</td>
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<td>Idea generation on selected questions.</td>
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<td><strong>LUNCH</strong></td>
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<td>Idea Selection and development.</td>
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<td><strong>BREAK</strong></td>
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<tr>
<td>Development of ideas into recommendations.</td>
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<td>Consideration of recommendation to challenge question.</td>
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<td>Wrap up, next steps and close.</td>
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Appendix C

Full List of questions generated on themes - (selected questions in bold)

POLICY AND LEGISLATION

- How can we plug the legislative gap? – not just CAT but associated issues.
- How can we have legislative change for ‘corporate use’ rather than specific Departments?
- How can we agree a ‘common agenda’ in relation to CAT?
- How can we operationalise the CAT policy?
- How can we get political buy in?
- How do we learn from lessons and best practice here and elsewhere?
- How can the policy be flexible enough to work for a wider range of situations / scenarios? (ownership and control – lease / management agreement)?
- How can we enshrine community rights in NI legislation?

PROCESS

- How can we streamline the process and awareness?
- How can we improve / design a process that focuses on asset development?
- How is community benefit calculated? (LPS – Legacy of Benefit)
- How do we ensure existing strategy and local planning reflect CAT opportunities?
- How can we support / ensure good governance and financial resilience among community groups?
- How can we determine if there is a need for a reverse process – i.e. community to public transfer?
- How do we fully test the business case?
- How do we develop a mechanism to foster joint responsibility?
- How do we identify what success looks like?
- How do you sustain a process that has lengthy timelines?
- How do you establish where process starts and finishes?
- How do you determine who drives process?
- How do we close projects / proposals well?

COLLABORATION

- How do we encourage early (pre surplus / pre D1 notification) collaboration both internally and externally?
- How do we encourage early (pre surplus / pre D1 notification) collaboration on an asset by asset basis?
- How do we develop conversations around CAT following this intersectoral lab?
- How do we develop a common language around CAT?
• How can a ‘Clearing House’ be created – a key point of initial contact – one stop shop?
• How do we determine if / when collaboration is needed?
• How do we decide if people are ready to collaborate?
• How do we identify who we should be collaborating with?
• How do we ensure collaboration doesn’t end up slowing us down?
• How do we increase the awareness of the role of sponsor bodies in the CAT process?
• How do we clarify the role of the CAT sponsor?

LEADERSHIP

• How do we support leaders and collaborate to agree on shared outcomes?
• How do we connect NLCF and HF leaders?
• How can we persuade of the benefits of CAT through evidence of the broad benefit?
• How do we encourage the housing / UEA Network to plan a more strategic role in CAT (with local communities)?
• How can we get decision making at the right level (not just economists)?
• How can we support civil servants to engage them to take / manage risk?
• How can we grow successful ‘CATS’ as mentors to successful projects? (e.g. community academy)
• How can we assess / act on the failure of a project? – When failing, failure on what basis, often projects in the context of market failure.
• How can we promote collective responsibility in transferring assets?
• How can we link CAT into the key needs of the third sector / community?
• How can we secure leadership to achieve legislative change?
• How can we develop leadership in the third sector to bring forward projects that have real prospects of sustainability and outcome delivery (link with private sector expertise)?
• How do we identify champions?
• How do we deliver Programme for Government through CAT? (public / private).

OUTCOMES

• How can we use the CAT policy to deliver Programme for Government outcomes? (better align and prioritise strategic objectives)?
• How can we make sure that the focus is on the outcome, not the asset or the process?
• How can we measure and monitor outcomes on a consistent basis?
• How can we give proper weight to non-monetary benefits in decision making?
• How do we define social value / public goods? (to include legislation and leadership)?
• How do we embed CAT into Community Planning?
• How can we learn from everybody who have already done this?
• How can we allow public bodies to deliver outcomes from CAT that are not part of their statutory remit?
• How can we identify and use underused assets and resources that aren’t surplus to deliver better outcomes and take a proactive approach?
• How can we achieve a balanced approach to assessment of benefits for both parties?
**CAPACITY**

- How can we build capacity in the third sector groups that want to acquire assets? (including recognising it is not necessarily suitable for them).
- How can we build capacity in transferring asset owners in the public sector?
- How do we know what kind of capacity is needed?
- How do we know who could help / coordinate / drive public bodies with this?
- How should we define ‘capacity’ and ‘capability’?
- How could we ensure the support we already have works the way we want it to?
- How can the business case process be made more sensible and less onerous?
- How can we make sure capacity building reflects the reality of how the third sector works?
- How can we build consistent capacity across public sector?
- How should capacity building be resourced?
- **How can we identify and develop specific capacity / capability in relation to owning and long term management or transferred assets?**
- How can we increase the knowledge of the economists to facilitate CAT taking place?

**INFORMATION AND KNOWLEDGE**

- **How can we maximise information on public ownership – land and buildings – the principle of open data?** (recognition of project but using council as starting point)?
- How can we broker wider capacity / capability support into the CAT process?
- How can we involve the private sector (banks, their surplus assets)?
- How can we better capture learning (NI and elsewhere) and share? (and reflect in current / future projects at all levels?)
- How can government departments be more joined up? (can CAT be a focus in the conversation / demonstration of ODP / draft Programme for Government)
- How do we build a culture of community ownership including the sharing of assets?
- How can we consider the development of a 'look before you leap' toolkit?

**FUNDING**

- **How can we better broker local authority relevant and therefore funding to include:**
  - *Elements of funding (feasibility and benefits; acquisition; refurb / project costs; a community asset fund to develop and implement policy and support investment.)*
  - *Role of credit unions.*
  - *Incorporation, encouragement and promotion of private funding?*
- How can we close the gap between asset owner resource need and community project benefits:
  - *Social value*
  - *Cross departmental / council working?*
- **How can we develop and take a consistent approach to accounting for social value in business cases?**
- How can we choose winners groups and projects with good prospects of success?
- How do we set a realistic risk appetite for funding decisions?
- What is the optimum funding model for coordinating / managing CAT?
- How do we engage National Lottery Fund (NI)?
- How do we secure additional funding (acquisition / development)?
- How do we access information on lenders operating in this area (including Departmental funding)?
- How can we adopt enabling approaches to assist communities secure their funding practices (Leasing etc., meantime try before you buy)?
- How can we manage the involvement of CPD (cost increases linked to risk adverse government department)?
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