

National CLT Network Business Plan 2020-23



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About us

Community Land Trusts

Community Land Trusts (CLTs) are set up and run by ordinary people to develop and manage homes as well as other assets important to that community, like community enterprises, food growing or workspaces. CLTs act as long-term stewards of their assets housing, ensuring that they are used for the social, economic and environmental benefit of their local community, now and in future years.

In England and Wales they are defined in the Housing and Regeneration Act 2008, s79. They must be set up to benefit a defined local area; be not-for-profit, using all assets, income and surpluses to benefit their community; and allow anybody who lives or works in the area to join them and participate in their governance.

Most CLTs are set up by local residents to address a local issue. It might be that there is a lack of affordable homes for young people or families in the village or neighbourhood, where local people are having to move out of the place they call home, and communities want to do something about it. Or it might be that the area has suffered years of decline and disinvestment, leaving empty properties and blight, and the community want to bring homes, shops and offices back into use and turn their neighbourhood around.

The National CLT Network

The National CLT Network is the official charity supporting Community Land Trusts in England and Wales. It was established in September 2010 and initially hosted by the National Housing Federation. It became a registered charity in June 2014. The National CLT Network is a membership body made up of CLTs and organisations from across the country. We work on behalf of CLTs and in turn, our members shape and govern our work.

We are also part of a broad alliance of organisations promoting and supporting community led housing and land reform in the UK.

Charitable objects

To promote the voluntary sector for the public benefit by providing advice, information, training, assistance with funding and other services or support that enhance the quality and work of CLTs (or prospective CLTs) which are (or will be) (i) established for exclusively charitable purposes in accordance with the law of England and Wales; and/or (ii) Voluntary Bodies (as defined below), and in particular to:

- a. relieve financial hardship by supporting the provision of affordable housing, hostels or other accommodation through CLTs
- b. advance education and vocational training and the creation of education and employment opportunities by supporting CLTs which provide workspace, buildings and/or land for use on favourable terms;

- c. promote the maintenance, improvement or provision of public amenities by supporting the work of CLTs which undertake this work for the public benefit;
- d. assist in the provision of facilities for recreation or other leisure time occupation in the interests of social welfare with the object of improving the condition of life of local communities by supporting the work of CLTs who make such facilities available;
- e. advance environmental protection or improvement by supporting the work of CLTs which promote the preservation and enhancement of open green spaces; and

Such other exclusively charitable purposes as may be from time to time determined by the charity trustees.

Our vision and objectives

Our vision is “for anyone, anywhere to be able to set up and run a CLT to develop homes and other assets to meet local needs.” This applies to England and Wales.

Vision for the movement

2020 marks the ten year anniversary for the National CLT Network and a ten-fold growth of the CLT movement. From 30 pioneering CLTs we have grown to a movement of over 300 CLTs with approximately 1,000 homes.

CLTs have succeeded across England and Wales, in villages, towns and cities, working with housing associations, developers, councils or alone, blending approaches like cohousing and custom build, refurbishing a handful of homes or building new 500+ home garden villages, and branching out into pubs, cafes, sports facilities, workspace, woodlands and even a local brewery. Our vision is of a diverse CLT movement, where CLTs are vehicles for communities to meet their needs and to thrive.

CLTs have also pioneered new definitions of affordable housing that make more sense in their local context, embraced new methods of construction and found new ways to involve local people in the design and stewardship of housing. Our vision is of an innovative CLT movement bringing new innovations to the market.

Those disparate pioneers in 2010 faced a hostile policy environment. Today we enjoy growing support from all political parties, from successive governments and from one in three local authorities. Our vision is that CLTs are mainstreamed in policy at all levels of government, and that policy supports communities to obtain land and finance so that they can meet their local needs.

In recent years we have seen more CLTs set up by young people and working parents, by ethnic minority communities and people in immediate housing need. Our vision is for CLTs to be something anyone can do, wherever they are and whatever their background or circumstances.

We have animated new partnerships and friendships with others, uniting behind the banner of ‘community led housing’ to simplify and strengthen the support infrastructure for all groups, including CLTs. Our vision is that CLTs are energised by the wider community led housing movement.

The community led housing movement is now widely recognised, with cohousing communities, co-operatives, development trusts and others building or planning more than 16,600 homes. Our vision is that this number continues to grow exponentially, rather than incrementally, so that CLTs and community led housing take a comparable place in the market to the collaborative housing approaches in the rest of Europe.

While most CLTs have been started at the grassroots and are mostly small scale, some are challenging our ideas about what CLTs look like. Our vision is that mainstream landowners and developers will see the benefits of creating CLTs in new developments, helping communities to take control and steward them in perpetuity. We will invigorate this debate, and pilot and pioneer new approaches

This is a vision for ten years, and one that this three year business plan aims towards with optimism and purpose.

Vision for NCLTN

Our movement's achievements in the last ten years are not solely down to the work of the National CLT Network. We are one node in a network of CLTs, enabler hubs, local authorities, funders, lenders, housing associations, and others in the wider community led housing and community land movements, and our achievement is a collective one. But our role has been pivotal, for example:

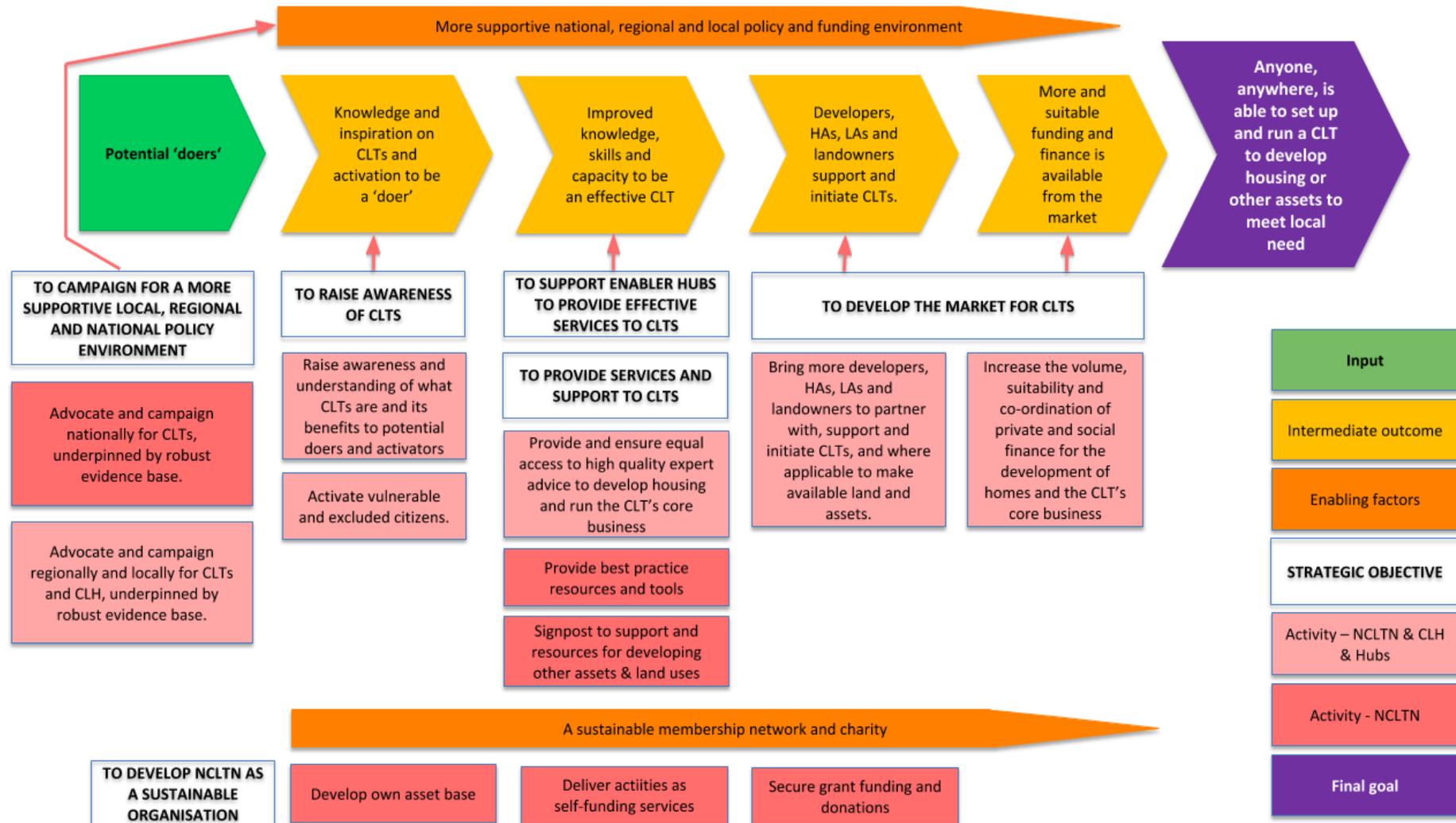
- Providing seedcorn grants, resources and support programmes that were important in forming most of the CLTs in operation today.
- Building the local enabler hub infrastructure for CLTs and community led housing, which supported CLTs to deliver more quickly and effectively than our centralised support.
- Securing momentous policy wins to remove barriers for CLTs, including the £240m Community Housing Fund designed to our specification and crucial exemptions from leasehold reform, the 1% rent cut and the Voluntary Right to Buy.

We use a Theory of Change (below) to conceptualise and explain our role in this network, this movement. We ask ourselves what is required for 'potential do-ers' to learn about CLTs, get active, develop the knowledge, skills and capacity, engage market partners and secure the land and finance to meet their communities' needs. We can help CLTs take all of these steps, and advocate for a policy and funding environment that puts helping hands rather than barriers in their path.

We are not the head of the movement, and we do not aim to do everything ourselves in a centralised, covetous way. Where others are better able to further our vision, for example at a more local level, we ask how we can support them to do this. Where we are better able to carry out functions then our role remains fundamental, and that is where we focus our efforts. This 'subsidiarity' principle runs through all our work.

We do not aim to exist indefinitely for our own sake, but for as long as we are needed to further our vision. So alongside five strategic objectives that address the principal barriers for CLTs, our business plan includes a sixth strategic objective to ensure we are a sustainable membership network and charity, with a vibrant and engaged membership and with happy and fulfilled staff.

Theory of Change and Strategic Objectives



What we will do

The following section sets out our plans under each strategic objective.

We:

- Describe the **outcome** we aim to bring about, what we mean by that, why it matters, and what we see our role as being.
- List some **Key Performance Indicators** that we will use to track whether we are bringing these outcomes about. Our Board and Senior Management Team will monitor these quarterly, and work with the team to revise our plans accordingly.
- Describe our **priorities** for the next three years to bring that outcome about. These are prioritised on a scale of 1 to 3, where 1 are priorities we think are critical to our success, 2 are those that are important, and 3 are 'nice to have' priorities that we may not be able to resource.

Strategic Objective 1 - To campaign for a more supportive local, regional and national policy environment

Outcome

“There is a more supportive national, regional and local policy and funding environment for CLTs”

We want to create a policy environment that makes it easier for CLTs to acquire land and finance, and that avoids creating barriers. While we want to develop a market for CLTs, they will always require supportive national governments, combined authorities, city mayors and local authorities to succeed.

We’ve had significant success in securing Government funding, establishing a supportive policy or legislative framework and obtaining crucial exemptions from damaging policies, but much more needs to be done.

NCLTN’s key role is to lobby and advocate for a supportive national policy, funding and regulatory environment for CLTs delivering affordable housing. We do this by working directly with Government, Parliamentarians and officials, working in alliance with national partner organisations to enhance our impact and by mobilising enabler hubs and members to lobby their national elected representatives so we have a cohort of MPs to support our campaigns. It is vital that our lobbying work is underpinned by robust evidence and data on the barriers to delivery and the measures needed to address them, obtained from enabler hubs and CLTs themselves as well as through commissioned research. It is also key that we inform enabler hubs and CLTs about what changes to policy or legislation mean for them and how it could affect delivery, so that they are able to plan and respond.

It is not our role to advocate and lobby locally. Instead, we support enabler hubs and CLTs to lobby and influence their combined and local authorities to put in place a supportive environment.

During this business plan period we will focus on addressing the barriers to delivery of the CLT sector in its current form; not what is needed to achieve 10,000 or 20,000 homes a year. However, we also want to explore how CLTs and the wider community led housing movement can go ‘mainstream’ and achieve scale, how that could be achieved in such a way that does not compromise on the essence of a CLT and what infrastructure and policy, funding and regulatory measures are needed to take the sector to that point.

KPIs

We will track our progress against this objective by monitoring:

- Number of public sites sold or leased to CLTs;
- Number of local or combined authorities that have a supportive policy for CLTs;
- Number of local or combined authorities that have provided grants or loans to CLTs;
- % of pipeline that can be funded;

SECTION 3 – WHAT WE WILL DO ON OUR STRATEGIC OBJECTIVES

- % of pipeline or all CLTs facing critical barriers to delivery.

Priorities

| Priority | Activity |
|----------|--|
| 1 | Proactively lobby and influence Government, Parliament and Whitehall to adopt and implement supportive measures, focused on elections, spending reviews and other key milestones, working in alliance with partners where appropriate and coordinating input from CLTs and hubs. |
| 1 | Mobilise CLTs and hubs to lobby their Prospective Parliamentary Candidates and MPs so we have a cohort of supportive MPs to back our campaigns. |
| 1 | Keep a watching brief on relevant legislation, policy and changes to funding that could impact on CLTs and lobby and influence accordingly. |
| 1 | Develop a robust evidence base and an effective feedback loop with enabler hubs and CLTs on the barriers, solutions and 'state of the sector', including using data on impact. |
| 1 | Support and build the capacity of enabler hubs and CLTs to lobby and influence locally and regionally to create a positive 'culture change' within councils and combined authorities. |
| 2 | Position NCLTN as 'thought leaders' on CLH and the wider housing sector and a go-to organisation for media commentary. |
| 2 | Commission a study on the scalability of the CLT and CLH sector, or persuade a think tank to take this on. |
| 2 | Develop a diverse cohort of spokespeople to share our key lobbying messages, to ensure we speak with 'one voice'. |
| 2 | Work with national membership bodies for local authorities to encourage the establishment of a supportive local policy and funding environment. |
| 3 | Influence the research agendas of academic institutions and think tanks |

Strategic Objective 2 -To raise awareness of CLTs

Outcome

“Knowledge and inspiration on CLTs and activation to be a ‘doer”

If we are to grow the CLT movement we want more people to know about CLTs, their benefits and how to set one up, or to get involved with an existing CLT. While CLTs are increasingly recognised in policy and industry circles, they remain relatively unknown to the general public. But equipping people with this knowledge is not enough - we need to spark behaviour change.

We do not aim to raise awareness among the entire general public. It is active citizens - people involved in local or national initiatives or campaigns - who are ripe for ‘activation’ to start or join a CLT.

Enabler hubs are best placed to reach and appeal to those audiences locally - they have the local knowledge and connections, though capacity can be a challenge without dedicated grant funding for this activity. We will support enabler hubs to create bespoke marketing plans that promote the benefits of CLTs, and their own services to support CLTs and other community led housing projects. We will also work with national representative organisations that have local membership networks which might be activated.

We know that it is stories and the ‘inside knowledge’ of what life is like in a CLT home that inspires others. CLTs and their residents are the messengers our target audiences will trust. We will work closely with CLTs that have completed homes, taking time to build and nurture relationships with CLT residents, recording their experience and sharing their stories. We will use these stories, as well as research findings and data, to generate media and national coverage on CLTs. We will also work with enabler hubs and groups to maximise local media opportunities too.

If we are to ensure CLTs are for anyone, anywhere, it is essential that we are able to reach a diverse range of communities. We will therefore build on the work of the Cohesive Communities Fund - which is supporting 16 CLTs to broaden and diversify their membership and local leaders - and explore how best to communicate the diversity of stories within existing CLTs, and to reach more diverse audiences.

KPIs

We will track our progress against this objective by monitoring:

- Number of CLTs at any stage (including unincorporated steering groups)
- Percentage increase in website traffic
- Total number of members of all CLTs
- Number of website visits / public enquiries

SECTION 3 – WHAT WE WILL DO ON OUR STRATEGIC OBJECTIVES

- Percentage of enabler hubs with operating marketing plans in place

Priorities

| Priority | Activity |
|----------|---|
| 1 | Refresh the NCLTN brand and complete a full redesign of the NCLTN's website to reflect the nature of the current CLT movement |
| 1 | Demonstrate the 'lived experience' of CLT residents with high quality case studies, media coverage and events. |
| 1 | Commission market research on current awareness levels of CLTs, and the interventions that will reach new and more diverse audiences. |
| 1 | Deliver proactive national and local media campaigns to raise awareness of CLTs. |
| 2 | Support enabler hubs to develop and implement bespoke marketing plans |
| 3 | Tap into already active and engaged networks/grassroots organisations to reach potential 'doers' |
| 3 | Explore how to reach more diverse communities, building on Cohesive Communities Fund |

Strategic Objective 3 - To support enabler hubs to provide effective services to CLTs

Outcome

“CLTs have improved knowledge, skills, capacity to be an effective CLT.”

Local enabler hubs are the most effective and efficient way to support CLTs on projects. They can give consistent support over the lifetime of a project, drawing on local knowledge and providing a relatable face. Enabler hubs can also act as local champions, fostering networks and building partnerships, to help build a local marketplace for CLTs.

We therefore see a key role for the National CLT Network in supporting the development of a network of enabler hubs across England and Wales. We will share and facilitate peer learning, promoting consistency and high standards, and avoiding duplication and reinventing the wheel. We will also encourage and steer their development based on what works elsewhere.

We also want to develop strong relationships with enabler hubs, so that they are plugged into our system of feedback loops. This will inform our national-level advocacy and market development work, and our business development work including fundraising for future grant programmes.

Because enabler hubs work on all forms of community-led housing, this objective is primarily delivered through the Community Led Homes partnership. Some of the key activities - such as providing training and accreditation to advisers employed by enabler hubs, and running action learning programmes for those advisers and hub personnel, are carried out by partner organisations through Community Led Homes.

KPIs

We will track our progress against this objective by monitoring:

- Percentage of the country with a fully operating enabler hub.
- Percentage of enabler hubs with at least two fully trained and accredited advisers.
- Percentage of enabler hubs engaged in national NCLTN work including data and advocacy.
- Percentage of developing CLT projects supported by an enabler hub that have progressed a stage in the current year.

Priorities

| Priority | Activity |
|----------|---|
| 1 | Provide expert support to enabler hubs with their business models and enabling work, and facilitate peer learning. |
| 1 | Provide a health check service for enabler hubs, and maintain a national dashboard of hub statuses. |
| 1 | Work with enabler hubs to improve the quality of CLH project data in their area, and to benchmark against national data. |
| 1 | Provide training and accreditation for CLH advisers, to improve the quality and consistency of advice. |
| 2 | Facilitate action learning for enabler hubs and advisers to improve skills and knowledge, and feed into our wider advocacy and market development work. |
| 2 | Produce or commission more resources for enabler hubs related to their operations (distinct from resources for groups and projects). |
| 2 | Support enabler hubs to develop local markets with local authorities, housing associations, developers, landowners, and local funders and lenders, connecting with our national market development work. |
| 2 | Improve feedback loop between enabler hubs and our advocacy, communications and market development work, and the level of engagement by enabler hubs and their groups in key work such as lobbying campaigns. |

Strategic Objective 4 - To provide services and support to CLTs

Outcome

“CLTs have improved knowledge, skills, capacity to be an effective CLT.”

To succeed, Community Land Trusts need to develop a wide range of knowledge, skills and capacity: to get the basics right (legally incorporated, a board, membership, policies and processes, etc.); to become financially sustainable in their core operations; to harness the energy and commitment of local people and develop a large and representative membership; to develop, or gain access to, a range of technical skills to develop complex projects, and potentially to manage housing and other assets; and to develop a strong story about their social impact to attract funders and partners.

Some CLTs need more support than others, or need more help to unlock the capacity in their community. Some volunteers face more barriers like having little spare time, a low income or childcare responsibilities. Some CLTs also start out in areas with less of a local volunteering or community activism culture. These barriers are heightened by institutional barriers and discrimination.

While enabler hubs provide the main source of support for CLTs on the ground, the National CLT Network can play an important role. We provide national services where it isn't better provided locally, such as forming a CLT (including legal incorporation), and we develop national resources such as our CLT Handbook. We also facilitate peer learning and opportunities for inspiration across England and Wales.

KPIs

We will track our progress against this objective by monitoring:

- Number of fully formed CLTs (incorporated, bank account, key policies, members register, etc.)
- Percentage of CLTs that are dormant/defunct
- Number of members of CLTs
- Number of affordable homes completed
- % of member CLTs that have been engaged in our work the current year

Priorities

| Priority | Activity |
|----------|----------|
| | |

SECTION 3 – WHAT WE WILL DO ON OUR STRATEGIC OBJECTIVES

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| 1 | Provide a service to form CLTs, including legal incorporation and other first steps. |
| 1 | Play a central role in setting up the Land and Buildings Bridge, or a similar instrument to enable CLTs to acquire land, also generating income for NCLTN. |
| 1 | Maintain an up-to-date CLT Handbook providing CLTs with a clear overview. |
| 1 | Provide detailed case studies in different media formats, focusing on particular topics or areas of knowledge. |
| 1 | Provide and arrange webinars for CLTs, involving corporate partners, associate members and external organisations. |
| 2 | Facilitate opportunities for peer learning for CLTs, including See It and Believe it events, member gatherings and webinars, working where useful with local enabler hubs, corporate partners and associate members. |
| 2 | Provide support and guidance for CLTs to market themselves locally to grow and diversify their membership, and deepen member engagement. |
| 2 | Develop the suite of technical resources for CLTs and CLH groups in areas such as governance, affordability models and partnering options. |
| 2 | Provide seed corn grants to help new CLTs with early costs in forming their CLT. |
| 2 | Promote and support the use of the social impact tool, and aggregate more information nationally on the sector's impact. |
| 2 | Provide CLTs with small bursaries to attend our events, and visit other CLTs, and bursaries for CLT volunteers to speak at events. |
| 2 | Provide a health check service for CLTs, auditing their governance, administration, membership, finance and communications. |
| 3 | Explore developing more systems for CLTs such as a membership register. |

Strategic Objective 5 - to develop the market for CLTs

Outcome

“Developers, housing associations and landowners support and initiate CLTs and, where applicable, make available sites or assets”

Partnering with a housing association or developer is a popular delivery route for CLTs. It is also an effective way of getting more CLT homes built and quickly. However, there are currently a limited number of housing associations willing to partner with CLTs, particularly in some parts of the country, and even fewer developers and local housing companies.

Developers, housing associations and landowners can also initiate CLTs, including large-scale projects like garden villages, but this delivery route is relatively untried and untested, with only a few examples and close cousins to learn from. There is also significant potential for more non-public landowners to dispose of sites to CLT, giving CLTs better access to the land market.

CLTs and enabler hubs are responsible for forging local relationships and partnerships with housing associations, developers and other potential partners as well as local landowners. Our role is complementary - we work with the relevant national representative bodies to encourage more and effective partnerships and the disposal of sites and assets to CLTs. We also see our role as leading and trialling innovative and new approaches to delivery, including landowner, local authority or developer initiated CLTs, capturing the learning from across the country for the benefit of the whole sector.

“There is more, better coordinated and appropriate funding and finance for all development stages from non-public sources”

There is currently an ecosystem of lenders providing development finance to CLTs, although anecdotal evidence suggests there are still gaps and that insufficient capital is available for large scale projects. There is also limited availability of retail mortgage lending for potential residents where CLTs are trying to keep homes permanently affordable, including using discounted market sale. We want to get a clearer picture of the funding gaps nationally and encourage more lending where it is needed, including by ensuring better coordination between funders so that new products are developed that meet the funding gaps. We also see our role as providing robust data on the sector so that lenders can develop the right products, working in partnership with CAF Venturesome and other national bodies with an interest in growing the lending market.

KPIs

We will track our progress against this objective by monitoring:

- Number of housing associations, developers and local housing companies partnering with CLTs

SECTION 3 – WHAT WE WILL DO ON OUR STRATEGIC OBJECTIVES

- Number of non public sites disposed of to CLTs
- Annual red/amber/green review of funding gaps by stage of development
- Number of schemes initiated by landowners, local authorities and ‘developers’ (e.g. housing associations, developers and local housing companies).
- Red/amber/green rating of support from national representative bodies

Priorities

| Priority | Activity |
|----------|--|
| 1 | Monitor funding gaps at all stages of development, including an annual review. |
| 1 | Lead and coordinate discussions about the financing needs for the CLH sector, regionally or nationally |
| 1 | Bring more lenders into the market for CLT ownership products, including by producing and promoting standardised documentation, leveraging good case studies, and maintaining robust data on the pipeline. |
| 1 | Initiate and support a cohort of ‘developer’- initiated projects to get established and reach key milestones, and promote the benefits and learning |
| 1 | Get the support of key national representative bodies of organisations that can partner, initiate or dispose of sites to CLTs (e.g. the CLA) |
| 1 | Run learning programmes with enabler hubs for local authorities, housing associations, developers and landowners |
| 2 | Commission an annual State of the Sector report |
| 2 | Provide detailed technical resources for partners (e.g. guide to housing association partnerships) |
| 2 | Target key landowners (e.g. churches), working through national representative bodies |

Strategic Objective 6 - To develop NCLTN as a sustainable organisation

Outcome

“A sustainable membership network and charity.”

We are both a membership network and a charity. Being a membership network puts us at the centre of an ecosystem of CLTs, giving us permanence. We are grounded in our members’ work and their needs, and gain from their creativity and innovation. We are also a strong representative voice for the movement, and custodians of sector data and intelligence. Being a charity keeps our focus on those most in need - whether that be affordable housing, other amenities, or education and employment.

To ensure our longevity, and to support a growing movement, the National CLT Network needs to be sustainable. Our top priority is financial sustainability, so we can deliver on our priorities consistently and be less reliant on short-term, project based grant funding. We also want to develop a team that is skilled and effective, happy, and collaborative, and through this to develop a strong organisational memory. Finally, we need to continue to improve our systems and processes both to run the organisation efficiently and deliver on our other strategic objectives effectively.

KPIs

- % of budget income secured for the current financial year
- % of core budget from sources other than grants
- % completeness of priority one CLT data
- % of CLTs that are members of NCLTN

We will also undertake annual surveys for staff and members.

Priorities

| Priority | Activity |
|----------|---|
| 1 | Train and support line managers to develop an effective and happy team |
| 1 | Maintain and develop strong operations including HR, finance and administration |

SECTION 3 – WHAT WE WILL DO ON OUR STRATEGIC OBJECTIVES

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|---|--|
| 1 | Run an effective and efficient membership service (including peer learning events listed under objective 4) and grow income. |
| 1 | Run a bi-annual CLH sector conference with partners. |
| 1 | Maintain and improve the completeness of CLH sector data, working with enabler hubs, CLH partners, funders and others with sector data. |
| 1 | Grow income from corporate partners and sponsors and ensure they receive a good service in return. |
| 1 | Develop services and assets that generate unrestricted income for the charity, and embed a culture of entrepreneurialism in pursuing other objectives. |
| 2 | Run a paid internship scheme in collaboration with enabler hubs to support young people who have grown up with multiple disadvantages to start a career in the CLH sector. |
| 2 | Set up systems for individual giving, including legacies, and include in the overhaul of our brand and website.. |
| 2 | Support a working group of staff to regularly review and develop our working practices. |
| 2 | Organise regular internal training and peer learning seminars for staff. |
| 2 | Embed the use of our CRM across projects, including in Project Initiation Documents, and ensure staff are adequately trained and supported to use it. |
| 3 | Provide more opportunities for staff to visit CLTs and their projects. |

How we will work

Our values

The following values were devised by our whole staff team and guide the way that we work - as a team, and with others.

1. We are collaborative and cooperative, we are open to new ideas and value the contributions others make
2. We are ambitious and purposeful, we bring a strong motivation and energy to make change happen
3. We are celebratory, we are excited about what groups are doing and we value everyone's contribution to the team
4. We are self-reflective, we question ourselves and we are always learning
5. We creative and agile, we are flexible about the best way to achieve our strategic objectives
6. We unlock potential of ourselves, our partners and our members and groups
7. We value difference, authenticity, fairness and justice in the changes we make and the way we work
8. We are committed to integrity and professionalism, no less so for being a community network and a charity

The Community Led Homes Partnership

In 2018 we formally established this partnership with the Confederation of Co-operative Housing, Locality and the UK Cohousing Network. Our aim is to together to build a more viable marketplace for community led housing.

Where we are better able to achieve our aims by working through this partnership, we will do so. In other areas we are better able to work alone, or in partnership with other organisations. We will be guided by our vision for the movement and for NCLTN, and our values.

Putting the plan into practice

Our Board of Trustees is responsible for this business plan and has charged the Chief Executives with overseeing its delivery.

To ensure that we apply our values to the way the plan is implemented, we will involve the whole staff team in reviewing our operational plan each quarter. We will ask ourselves what must be delivered as a bare minimum, and beyond that what priorities would best achieve our vision and outcomes over the coming three months. We aim to embed our values in this process so that we have the greatest possible impact.