



Invitation to Tender:

Evaluation of the CLT Start Up Fund

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Introduction

About the National Community Land Trust Network

The National CLT Network is the official charity supporting Community Land Trusts in England and Wales. Our vision is to see a Community Land Trust in every community that wants one.

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 provide funding, resources, training and advice for CLTs and work with Government, local authorities, lenders and funders to establish the best conditions for CLTs to grow and flourish.

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

The CLT Start Up Fund

The National CLT Network set up the CLT Start Up Fund, funded by The Nationwide Foundation, The Tudor Trust and The Esmée Fairbairn Foundation, to support emerging and nascent CLTs across England and Wales. The programme first started in its initial iteration in 2008, became the 'Start Up Fund' in July 2014 with additional funding, and came to an end in December 2018 following the complete commitment of all Funds.

The CLT Start Up Fund supported community groups to answer the first questions about whether a CLT was the right vehicle for their project. We also offered expertise and funding to help the groups develop their ideas into an investment-ready business plan.

The Start Up Fund had three stages:

- **Stage 1** – Scope out the idea with a technical adviser, with one day of support worth £500;.
- **Stage 2** – If a CLT is an appropriate model and the plans show potential, Stage 2 provided a further 2 days of support with a technical advisor.
- **Stage 3** – A grant of up to £4,000 to help get the CLT set-up and investment ready.

We supported over 120 groups at stages 1 and 2 and more than 70 groups at stage 3. A further 176 groups were supported in its first iteration. Note that some groups received support from all stages.

The project's key objectives were:

- To facilitate the delivery of affordable housing by CLTs.
- To facilitate the establishment of more CLTs in England and Wales.
- To provide a robust evidence base on the financial and social performance base of CLTs.

The project also aimed to:

- Contribute to the development of 600 permanently affordable homes by the CLT sector by 2020.
- See a pipeline develop such that a further 220 units are scheduled to be delivered by recipients of CLT Start Up Fund support after 2020.
- Support the establishment of an additional 30 CLTs by 2020.

The research

Research aim

The research will evaluate the extent to which the project has achieved its objectives, set out above, and what implications the findings have for the future work of the National CLT Network and organisations involved in the wider sector. Note that there was a desk review carried out on the first five years of the Fund in 2014 which can be used as a base level.

Regarding the objectives of the Fund, the paper should address such questions as:

- *What have the supported CLTs delivered to date, and what can they be expected to deliver in future years?*
- *How many CLTs are active following the support received?*
- *What is the success rate of the Fund?*
- *What is the fiscal value of the technical support provided in comparison to the technical support offered through Fund? (i.e. how much additional time have advisors spent supporting groups unfunded?)*
- *Do CLTs feel they could have made the steps and achievements they have without the Fund?*
- *What do CLTs/advisors/hubs feel was missing from the service?*
- *What do CLTs/advisors/hubs perceive to be the most valuable feature of the project?*
- *Are there common challenges between the CLTs supported? What are these challenges?*
- *Did the grant make a significant difference, and what other funding needs have the CLTs identified?*
- *How far has the profile of CLTs increased among local and national policymakers and the general public? To what extent can this be ascribed to the CLT Start Up Fund, and to the National CLT Network's wider advocacy campaign?*

In addition to this, the paper should aim to establish the following regarding the wider impact and future needs of the sector:

- *To what extent is early stage support necessary in order for projects to succeed?*
- *What are the common themes across projects that mean they succeed or struggle?*
- *Is there still a role for an early stage technical support fund given that there has been significant funding released into the sector in recent history? What might this look like?*
- *What impact has the Start Up Fund had on the wider funding environment for CLTs? (e.g. to what extent might the Fund have been an influencing factor in the establishment of the Government's Community Housing Fund).*
- *What social impact have CLTs supported through the Start Up Fund had on communities in terms of capacity, philanthropy, outreach, cohesion and so on?*

It is important to note that the context for CLTs and community led housing more broadly is rapidly changing. Funders including the Ministry of Housing, Communities and Local Government, with its Community Housing Fund, have been injecting significant funds into the sector to support the growth of CLTs and other forms of community-led housing

In addition to evaluating the success of the CLT Start Up Fund against its original objectives, we would also like to take stock of the changing context CLTs are operating in and make recommendations on interventions that the National CLT Network and others could make to further support the development of CLTs. This could include funding needs, training, lobbying and other kinds of support.

It should also focus on a smaller number of CLTs (20) across the spectrum of support provided to conduct more in-depth focused assessments. The Network will put forward suggestions as to the groups to focus on. This will be relating to project size, background, financial viability, completion and so on.

Methodology

We expect the review will comprise a mixed approach of quantitative and qualitative analysis.

The Network are able to provide data on CLTs supported and the wider sector. This data is incomplete and will need to be 'fleshed out' as part of the project. We also have some monitoring updates from the project participants, which we hope you will be able to build upon.

We will undertake surveys and facilitate interviews with the project participants, and would expect this to form a core part of the work. Interviews with partners and other relevant stakeholders, such as staff, advisors and elected members in local authorities, would also be beneficial.

Bidders are encouraged to discuss their thoughts with us to explore how else we can facilitate and support an effective methodology.

Other relevant research

There is a substantial body of research on Community Land Trusts in England and elsewhere which bidders can draw upon. Recent literature includes:

- National CLT Network, *Five Year Review of the CLT Fund Grants Programme 2008 – 2013* (revised December 2014). Unpublished, can be provided on request.
- Tom Chance, *CLT Start Up Fund – Two Year Review* (March 2017). Unpublished, can be provided on request.
- Tom Moore et al., *The Urban CLT Project Evaluation* (October 2018). Available at: <http://www.communitylandtrusts.org.uk/filecache/f28/204/635-final-uctp-report.pdf>
- Charities Aid Foundation's review of Community Land Trust Funds (January 2019), *Helping Community's Build*. Available at: <https://www.cafonline.org/docs/default-source/charity-finance-and-fundraising/2540aclt-report-090119.pdf>
- Other published research summarised on the following webpage: <http://www.communitylandtrusts.org.uk/funding-and-resources/research>

Intended audiences and how we will share the findings

This study will provide the basis for a range of activities at the National CLT Network, and will be shared directly and reformulated in ongoing development and communications work. Audiences for the completed piece of work will include:

- Staff at the National CLT Network and partners involved with supporting early stage CLTs.
- Funders of the project.
- Members of CLTs.
- Attendees at our events, where you may be invited to present the work and your conclusions.
- Policymakers in central and local government, and city leaders.
- Researchers.

Project details

Timescales

Our preferred timescales for the commissioning and delivery of this research are as follows:

Suppliers invited to tender	w/c 11 March 2019
Suppliers respond by	17:00 on 12 April 2019
Selection of winning bid	w/c 22 April 2019
Project inception	April/May 2019
Project delivery	September/October 2019
Publication & dissemination	October 2019

Budget

We have a defined budget of up to £7,000 (incl. VAT) for this work.

Project management

The manager at the National CLT Network for this research will be Polly Adams-Felton, Project Manager. Other staff may also support the research, including through interviews.

How to apply

If you would like to discuss the research to better understand our aims and requirements, you can contact Polly. Her contact details are: polly@communitylandtrusts.org.uk / 020 3096 7793.

Please submit a proposal outlining how you would deliver this research to Polly (by email) by 17:00 on 12 April 2019. Please note that Polly will not be available w/c 25 March 2019.

Your proposal should include the following:

- Understanding of this brief.
- Approach to doing this work.
- Detailed timetable.
- Price breakdown.
- Team, including individual profiles.
- Track record with examples of projects completed relevant to the brief.

We are happy to receive single organisation or consortium proposals.

We will assess proposals against the following criteria:

- Demonstrated understanding of Community Land Trusts.
- Suitability of methodology.
- Quality of research proposed.
- Capability to carry out proposed research including ability to reach and work with CLTs.
- Relevant experience of team and of organisation.