



September 2026

Addendum to Invitation to Tender - Community Land Trust Network

FACILITATING PILOT NETWORK OF INDUSTRY PARTNERS

Following conversations with a number of interested parties, we are sharing the following Frequently Asked Questions to help with your bid.

Would you be open to a bid from a company, or more than one person?

Yes. You should show how strong internal communication will ensure the work is well coordinated and that learning within the network over the contract period will be effectively captured.

How do you envisage the work being spread out over the contract period?

There will be a consistent amount of work required each month to keep the project moving forward, organising the next cohort sessions and responding to enquiries and feedback from founding members. There will also be periods where much more work is required, for example researching and developing some content ahead of a meeting.

Will the work be online or in person?

It will mostly be online, including the network meetings. We may organise another in-person event at some point in the contract period. But we know that, while you get a better quality of engagement, the founding members are spread across the country and may have limited travel budget or authorisation to attend events. In addition to organising and attending the online workshops, there is also likely to be ongoing relationship work with, for example, 1-to-1 emails/calls.

How long will the workshops be, how many will you have, and how many will attend?

This can change, but we envisage them being 1-2 hours each, roughly one per month, with perhaps 10-30 people in each workshop. We are open to your thoughts on capacity and what you could realistically deliver within the budget, and where you think additional capacity from the rest of the CLTN team could help if you feel that is necessary.

What is the support for event logistics?

You will be working with members of the CLTN team who can set up Zoom calls, send out invitations, and attend to assist in facilitating and taking notes. You will need to lead on the content, relationships and shaping the user journey over the contract period.

What is the support for content and relationships?

You will also be working with members of the CLTN team who have expertise in CLTs and partnership projects. Our CEO will remain closely involved, attending some workshops and working with you to digest discussions and shape the next steps. You don't need to come to this with deep expertise in the subject matter, but some familiarity with housing development will help you to follow and shape the conversations.

Will the current manager be on maternity leave when the contract starts?

There is scope for a short overlap period in late October/early November, but of course this is subject to change.

What work have you done on the needs of the founding members?

We've done two rounds of research over the past two years and tested the propositions at a launch event in July. We have had associate members for many years, but never had a useful offer for them. So this project began with a deep dive into the ways that

these stakeholders relate to CLTs and our network; their needs, and the potential levers to their engagement; and the scoping of potential service offers, including a community of practice. We envisaged the latter helping those working with CLTs - whether 'old hands' or those on their first partnership project - to learn from another to support good practice and professional development.

We focused the network initially on two partnership models where we know there are clear business drivers, beyond the enthusiasm of individuals within those organisations: rural CLT/HA partnerships, and CLTs codesigning and stewarding assets built by private developers.

Where are the biggest disconnects?

As the CLT movement is still small and nascent in terms of its potential, there are some cohort members that are actively engaged in CLT projects or even whole programmes, but many more than have only dipped their toes or are curious. They also operate in different contexts. Some participants may raise questions to which we think we have answers (particularly around the tried-and-tested CLT/HA partnership model, for which we have a good understanding of the conditions for scaling). Others may raise questions that merit more exploration (particularly CLT/developer partnerships, of which there are fewer examples and a less robust understanding of best practice).

So there is a risk of disconnects around content and discussions being too generic and unfocused, rather than -- for example -- uncovering good practice, lessons learned, and possible policy asks around rural CLT/HA partnerships. The needs of the different stakeholder categories (HA, council, developer) and the stage of their learning journey/practical involvement may lead to disconnects and divergences in need.

What emerged from the first workshop?

Our launch workshop, held in London in July, showed considerable interest from potential founding members. The relatively low attendance (partly due to a heatwave!) showed us the challenge of providing enough value to generate engagement.

Those who attended were very engaged with our policy work, more than we had expected, and it surfaced a desire for the network to be about 'collective voice' (e.g. to national government) as much as developing and sharing best practice.

What would success look like? What is the biggest challenge for the network in the coming year?

Success would be at two levels: first, having an engaged network of founding members who, in March, want to continue the work, and willing to pay our associate membership fee to do so from April; and second, that we and the network members feel we are having impact through the work. What the network looks like and does remains fluid, the design emergent and to be shaped by you with the founding cohort.

The main challenges will be converting general interest into sufficient engagement from busy people in the initial few months, to create some momentum and a sense that it is valuable for them and worth their time. So building on the research to date to keep deepening our understanding of their needs and levers to their engagement, and ensuring that by March they see sufficient benefit in paying our (modest) associate membership fee to remain part of the network. We think success will require a balance of active curation – so it isn't just a directionless talking shop – and following the needs of interests of participants.

Will the network explore larger questions, like the tensions between financial viability and social impact, and how risk is shared between CLTs and their partner organisations?

We want to let the discussion go with the energy of those in the cohort, but for us -- and for we sense for participants -- it needs to focus on practical questions. We make the big picture case for CLTs, but here we want to work on 'scaling what works', within all the constraints and compromises of the housing and planning systems, and identifying pragmatic policy changes at local or national level to unlock opportunity. It may be that these practical and bigger questions are linked – for example, rethinking the balance of risk and the role of the CLT may lead to alternative approaches to developers and CLTs partnering. You will need to work with the founding members and the other members of the CLTN team to judge which questions feel worth deeper exploration, and which should probably be parked, balancing member interest and impact potential.

Who else might be involved with the network?

We want to keep the focus quite tightly on these three stakeholder groups to maximise value for them. But there may be workshops where it would be helpful to bring in

outside expertise, or to blend in with some of our other members (CLTs or professional enablers). For example, there has been interest in discussing what effective local planning policy looks like for rural CLT/HA partnerships, and rural enablers could make a valuable contribution alongside the HAs and councils. But there may also be times when the HAs and councils want to talk privately without enablers or CLTs present, and we want to think about power dynamics among people in the room.