



September 2026

Invitation to Tender - Community Land Trust Network

FACILITATING PILOT NETWORK OF INDUSTRY PARTNERS

Introduction

The Community Land Trust Network is seeking a freelance contractor to facilitate and manage our pilot Vanguard Network of industry partners whilst our current manager is on maternity leave.

This role leads the development of Community Land Trust Network's new cross-sector membership programme, bringing developers, housing associations and local authorities together and developing a relationship with our wider Community Land Trust movement. The network is intended as a community of practice, focused on building a collective voice to advocate for policy change, and building better practice to implement partnership models with CLTs.

Launched in summer 2026 with a founding cohort of up to 40 organisations, it is at an exciting, formative stage: the offer is being co-created with those founding members, so whoever steps in has the chance to shape something rather than inherit a finished product. It also sits at the heart of CLTN's drive for financial sustainability, generating the non-grant income and it opens the door to interesting relationships across the housing and land sector.

For the right person, this is a rare opportunity to hold and grow a new initiative, work directly with senior partners across three sectors, and leave a mark on the charity's commercial future during a pivotal period.

About The Community Land Trust Network

Community Land Trusts (CLTs) are a growing force for social good. They are set up and run by ordinary people to develop and manage community assets including affordable homes, shops, workspace land for nature.

We are the membership body for CLTs across England and Wales. Our mission is to build collective power to make community ownership and development of land commonplace. We would like to see a CLT in every community across the country that wants one, ensuring community-owned assets which will remain in community hands forever.

Supporting individual CLTs. To make this happen, we provide resources, support and services to individual CLTs. As the national body, we are well-placed to convene and connect people.

Working with others. Our vision relies on an ecosystem of different people and organisations. Working with others is at the core of our ethos. We work with partners at a strategic and policy level, locally and nationally, to create the right environment. Where appropriate, we collaborate with expert advisers to provide services to help CLTs succeed on their journey.

You can view an executive summary of our [strategy here](#).

Contract Specification

- Overseeing the co-design and delivery of a community of practice with our founding cohort partners of the Vanguard Network of housing associations, local authorities and developers. Workshops are planned to be monthly and held online. Session outlines for the first two workshops will be provided but then the contractor will co-design subsequent sessions with the cohort.
- Working with the CEO and the Campaigns and Membership Development Manager to create a year 2/phase 2 offer, working up the value proposition, pricing and structure.
- Developing relationships with the cohort and onboarding them to a paid-for membership service to extend the life of the community of practice (currently participation is free).

Aptitude, Skills and Experience needed

- Comfort with ambiguity. The programme is being designed as it runs.
- Facilitation and co-design. The cohort has signed up on the basis that they shape the network rather than comment on it, and that promise is the main thing holding them
- Curiosity about the housing sector. You'll be working closely with people who spend their careers in housing, and an active interest in what they're grappling with is what will make the programme a success.
- Comfort designing beyond your own expertise. You won't know every topic as well as the members do, and you shouldn't need to - the skill is drawing out and shaping the expertise available to you.
- External relationship management. Members are officers, directors and CEOs across housing associations, local authorities and developers
- Commercial judgement, particularly around pricing and willingness-to-pay conversations
- Value proposition development with supporting marketing.
- Copywriting and editing for stewardship of the cohort

Available internally to support the contractor

- CLT and planning technical knowledge and content
- Event logistics and comms support
- Finance modelling
- Policy positioning and content
- Staff attendance at the monthly cohort workshops
- Handover notes from the existing manager and lessons learned from the first cohort workshops.
- Detailed planning notes for subsequent workshops.

Approaches that have worked so far

- Test and learn, with assumptions written down and revisited rather than carried in one person's head
- Relationship-led over campaign-led business development

Timescale

- Phase 1 is planned from November 2026 to March 2027
- There is a possibility of contract extension from April to October 2027.

Price

This is a fixed price contract with a value of £9,900 INC VAT. We estimate that the time to deliver the programme of monthly workshops, plus working up the phase 2 model to be 22 days.

Please detail your charging arrangements, giving a breakdown (including VAT) of hourly or daily rates and any other charges (if relevant). Please state whether or not VAT will be charged.

Please note that for the type of work described within this specification, we expect to offer daily rates of £450 (inc VAT). If your price(s) are beyond this amount, you are not precluded from applying, but may be scored lower in the evaluation (see below).

Payments will be made by BACS transfer following receipt of valid monthly invoices after the work has been completed.

Information to be submitted by the contractor

If you would like to discuss the brief to better understand our aims and requirements, you can contact Tom Chance - tom@communitylandtrusts.org.uk

Please submit a proposal by e-mail to Tom Chance - tom@communitylandtrusts.org.uk outlining how you would deliver this work. The deadline is 9am on Monday 28th September.

Your proposal should include the following:

- Understanding of this brief and approach to doing this work
- Profiles of the person or people who will be doing the work.
- Track record with examples of projects completed relevant to the brief
- Availability/capacity (ability to deliver work within the timescales set out)
- Price breakdown – with daily or hourly rates
- A CV.

We will assess proposals against the following criteria:

- a) specialist knowledge, skills and experience
- b) track record and capability
- c) capacity
- d) price